



SUSTAINABILITY REPORT

FY 2025-26

EURO SAFETY FOOTWEAR (INDIA) LIMITED



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1 Opening statement

This first report covers FY 2025-26 and three earlier years; in FY 2025-26 our 400 kW solar plant gave 479,652.8 kWh.

GRI 2-22 | NGRBC Principle 1

Our first report

This is the first sustainability report of Euro Safety Footwear (India) Limited. It covers the financial year 1 April 2025 to 31 March 2026 at our premises in EPIP Shastripuram, Agra, where we make safety and comfort footwear. Every figure in it comes from our own measurements and purchases for the year, from a published factor, or from a stated method applied to them.

We were founded to export safety footwear, and the people who wear it rely on it at work. This report sets out how we make our footwear, what the making uses and the rules we hold ourselves to for the people who make it.

The year in figures

Our own 400 kW rooftop solar plant gave 479,652.8 kWh of electricity in FY 2025-26. Grid electricity came to 1,644,758.3 kWh in FY 2022-23, 1,768,139.2 in FY 2023-24, 1,731,254.0 in FY 2024-25 and 1,833,445 in FY 2025-26. Energy within the company came to 8,990.84 GJ in FY 2022-23, 9,495.92 in FY 2023-24, 9,314.10 in FY 2024-25 and 9,756.02 in FY 2025-26. Pairs produced came to 1,333,385 in FY 2022-23, 1,409,038 in FY 2023-24, 1,384,451 in FY 2024-25 and 1,446,865 in FY 2025-26, and ground-water drawn through our borewell to 346 KL in FY 2022-23, 365 in FY 2023-24, 359 in FY 2024-25 and 375 in FY 2025-26.

Top management, Euro Safety Footwear (India) Limited

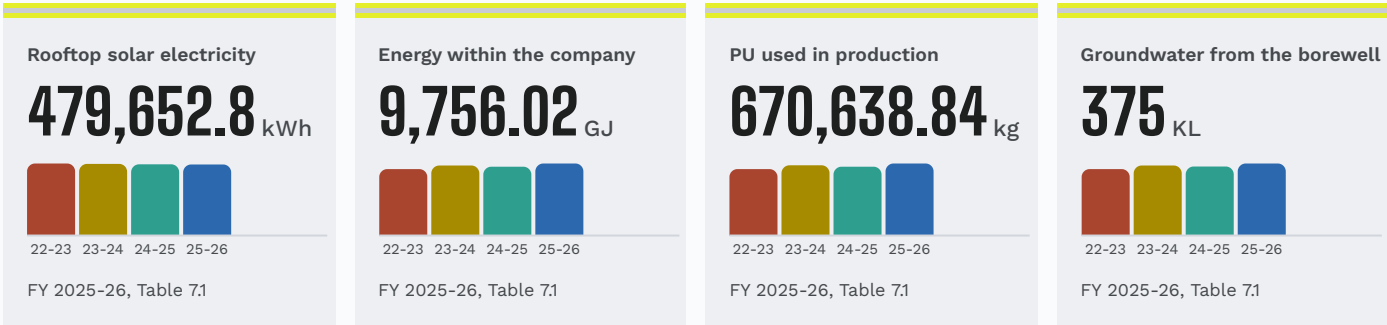
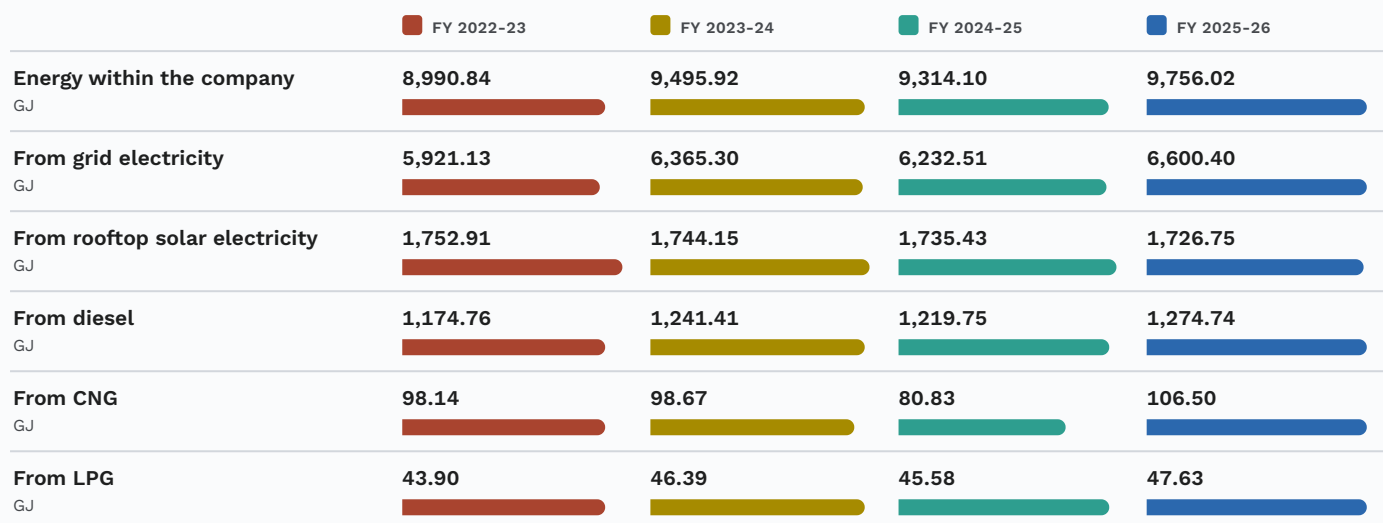


Figure 1

Energy within the company came to 9,756.02 GJ in FY 2025-26, the year of this report.

Energy by source, GJ, FY 2022-23 to FY 2025-26



Each bar is drawn to its own row's scale.

Source: Table 8.1.

Grid electricity came to 1,644,758.3 kWh in FY 2022-23, 1,768,139.2 in FY 2023-24, 1,731,254.0 in FY 2024-25 and 1,833,445 in FY 2025-26.

2

Our philosophy: purpose, vision and values

Three social objectives, on legal compliance, social performance and health and safety, put our commitments into measurable terms.

GRI 2-23 | NGRBC Principles 1, 5

2.1 Our purpose

Founding idea

We were set up to export safety footwear, as demand for personal protective equipment grew worldwide. Table 2.1 gives our purpose and what we commit to.

2.2 Our commitments and direction

Our commitment

We commit ourselves to deliver safety and comfort footwear to our customers at an affordable price, safeguarding the interests of everyone involved in making it. We commit to meet the requirements of the social standard we follow and the legal and international instruments that apply to us. Our direction follows from the last clause of that commitment: higher customer satisfaction through continual improvement of our systems and processes.

Three objectives

Three social objectives put our commitment into measurable terms, each with its indicator and the practice we follow (Table 2.2). Section 31 reports their position for FY 2025-26.

2.3 Our values

Values we expect

We expect our managers to act with honesty, loyalty, fairness, respect for others, compassion and integrity, and to keep a culture of openness in which issues can be raised. We hold diversity as a core value alongside human respect, and we bar discrimination in hiring, pay, training, promotion, termination and retirement.

We also bar corporal punishment, coercion and verbal abuse, and we treat conflicts as chances to improve the situation and keep the team together. No one is disciplined, dismissed or treated less well for raising a concern about the workplace. Table 2.3 lists each value and how we apply it.

Figure 2

Our six values and three social objectives set what we ask of ourselves.

Our values and social objectives, FY 2025-26.

Our values

Value Diversity and human respect	Value Honesty and fairness	Value Openness
Value Dignity at work	Value Speaking up without fear	Value Safe and healthy work

Our social objectives

Social objective Legal compliance Timely submission of statutory returns	Social objective Continual improvement of the social performance rating Rating score of internal assessment and independent evaluation	Social objective Health and safety Adherence to all health and safety requirements
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Source: Tables 2.2 and 2.3.

Table 2.1

Our purpose and commitments

ELEMENT	WHAT WE STATE
Founding purpose	Export of safety footwear, as demand for personal protective equipment grew worldwide
Product direction	Trial production of comfort footwear for international and domestic markets, begun in 2008
Growth	An expansion phase to double production
What we commit to	Safety and comfort footwear for the customer at an affordable price, safeguarding the interest of all people involved in manufacturing the products, meeting the requirements of the social standard we follow and of legal and international instruments, and raising customer satisfaction through continual improvement of systems and processes
Where we make our commitments known	Displayed at locations in the factory and on the company website

Table 2.2

Social objectives and how we put them into practice, FY 2025-26

SOCIAL OBJECTIVE	MEASURABLE INDICATOR	HOW WE PUT IT INTO PRACTICE
Legal compliance	Timely submission of statutory returns	The management representative keeps legal regulations up to date and follows up corrective and preventive action
Continual improvement of the social performance rating	Rating score of internal assessment and independent evaluation	Written risk assessments by the social performance team, and internal audits once a year that the team facilitates, reported to senior management
Health and safety	Adherence to all health and safety requirements; reduction in accidents, injuries and near misses	A health and safety committee, risk rated as impact times probability, and protective equipment at the company's expense

Table 2.3

Our values and how we apply them

VALUE	HOW WE APPLY IT
Diversity and human respect	Diversity is promoted as a core value, together with human respect; people of diverse background and experience are encouraged to apply
Honesty and fairness	Our managers resolve issues objectively, with honesty, loyalty, fairness, respect for others, compassion and integrity
Openness	Managers encourage a culture of openness in which issues can be raised, and listen to the people who work for the organisation
Dignity at work	No corporal punishment, mental or physical coercion or verbal abuse; conflicts are treated as chances to improve
Speaking up without fear	No discipline, dismissal or discrimination against anyone who gives information on our social compliance or makes a workplace complaint
Safe and healthy work	A safe and healthy workplace, and the right of every person to leave imminent serious danger without seeking permission

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About this report

This first report covers Euro Safety Footwear (India) Limited for 1 April 2025 to 31 March 2026, with no figure restated.

GRI 2-2, 2-3, 2-4, 3-1 | NGRBC Principle 1

3.1 Scope, period and boundary

Reporting entity

This report covers Euro Safety Footwear (India) Limited, an unlisted public limited company registered in India with its registered office in E.P.I.P, Shastripuram, Agra. Its corporate identity number is U19201UP2004PLC029359. The report covers the company alone, under operational control, at our premises in EPIP Shastripuram, Agra, India, where we make our footwear. Fuel for company cars, a forklift and the buses that carry our workers is outside the boundary of the emissions inventory, because the inventory counts the fuels whose use we recorded through the year. Refrigerant is also outside that boundary (Section 36.1).

Reporting period

The report covers the financial year 1 April 2025 to 31 March 2026. It is our first sustainability report, and it is published in June 2026. Where we cite a practice or an event from before the year, we give its own date.

Questions and comments on the report go to Mr Mahesh Gupta, our report contact, at mahesh.gupta@eurosafetygroup.in. Our website is www.eurosafetyfootwear.com, and Table 3.1 sets out the report's profile.

3.2 Reporting standards

Statement of use

Euro Safety Footwear (India) Limited has reported the information cited in the GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards. No published GRI Sector Standard applies to footwear manufacture. GRI's Textiles and Apparel Sector Standard, which covers footwear manufacturing, was an exposure draft when this report was prepared.

Our social management system follows the SA8000:2014 standard. Section 33 maps this report to the BRSR and the National Guidelines on Responsible

Business Conduct, to SASB, to TCFD and IFRS S2, and to the social standard we follow.

3.3 Material topics

How topics were chosen

Our material topics come from a management assessment prepared from our own FY 2025-26 measurements, our social and environmental practices and a desk review of safety footwear manufacture. The desk review covered the REACH restriction on chromium VI in leather.

The assessment uses impact materiality under GRI 3: the actual and potential, negative and positive effects of our activities and business relationships on people and the environment. Each effect is weighed by its scale, its scope and how hard the harm is to remedy, and human rights topics are weighed by severity alone.

Twelve topics in three tiers

The assessment ranks 12 topics in three tiers. Four are Core: occupational health, safety and dignity; labour and human rights; chemicals, materials and hazardous waste; and the responsible supply chain. Section 13 gives each topic with its GRI topic standards.

3.4 How the figures were prepared

How figures are grouped

Every figure in this report belongs to one of three groups: a quantity we measured or bought in the year; a published factor, named with its source and edition; a stated method applied to such figures; or a record dated before the year, printed with its date. Appendix B lists every figure of the third group with its table, row and method. No figure comes from an earlier report, because this is our first.

We read our electricity each month, record the diesel our generator sets use, count the cylinders for our canteen and take CNG at each fuelling.

Figure 3

This first sustainability report covers 1 April 2025 to 31 March 2026 for the company alone.

Report profile, FY 2025-26.

Reporting entity Euro Safety Footwear (India) Limited	Reporting period 1 April 2025 to 31 March 2026	Boundary The company alone, under operational control, at its plots in EPIP Shastripuram, Agra
Reporting basis With reference to the GRI Standards	Edition First sustainability report; FY 2022-23 to FY 2024-25 stand beside FY 2025-26 in the tables that give four years	Publication June 2026

Source: Table 3.1.

Table 3.1

Report profile

ITEM	DETAIL
Reporting entity	Euro Safety Footwear (India) Limited
Reporting period	1 April 2025 to 31 March 2026
Boundary	The company alone, under operational control, at its plots in EPIP Shastripuram, Agra
Reporting basis	With reference to the GRI Standards
Edition	First sustainability report; FY 2022-23 to FY 2024-25 stand beside FY 2025-26 in the tables that give four years
Publication	June 2026
Contact for the report	Mr Mahesh Gupta, mahesh.gupta@eurosafetygroup.in
Website	www.eurosafetyfootwear.com

We read the borewell meter at the start and close of each month, and each non-hazardous and hazardous waste stream leaves the site on a dated dispatch. Table 3.2 gives the period each figure covers.

Methods and factors

Electricity is converted to gigajoules by the standard unit conversion, and each fuel by its net calorific value. Scope 1 applies IPCC 2006 factors with AR6 global warming potentials to each fuel. Scope 2 applies the Central Electricity Authority grid factor of 0.710 tCO₂/MWh, the weighted average for FY 2024-25 and the latest published before this report, from its CO₂ Baseline Database User Guide, Version 21.0 (December 2025). Each earlier year takes the CEA factor of its own year. Appendix B states each factor with its source and edition, and the rounding of every figure.

Restated figures

This is our first sustainability report, so no earlier figure is restated.

3.5 How the report is organised

The report opens with our opening statement, our philosophy, this section and a message from our leadership. Our governance, our company and what we make follow, then our year in figures, highlights, strategy, material topics, risks and policies. Environment, people, business conduct and community come next. The frameworks we map to and our direction follow, and the appendices close the report with the data pack, the basis of preparation and the glossary. Table 3.3 lists the sections in each part.

Table 3.2

Period covered by each figure, FY 2025-26

AREA	COVERAGE IN FY 2025-26
Grid and solar electricity	April 2025 to March 2026, every month
Pairs produced	April 2025 to March 2026, every month
PU used in production	April 2025 to March 2026, every month
Diesel for the generator sets	April 2025 to March 2026, every month
Canteen LPG	Cylinders of 19 kg, April 2025 to March 2026
CNG	Two dated fuellings a month, April 2025 to March 2026
Groundwater	April 2025 to March 2026, every month
Waste	Total waste every month, April 2025 to March 2026; dispatches through the year
Hazardous waste	Dispatches of 30 May 2025, June 2025, 11 November 2025 and 21 March 2026
Records dated before the year	Injuries, turnover and absenteeism for calendar 2023 and 2024; training for FY 2024-25; the works committee meeting of 5 March 2025; the audit ratings and basic needs wage of November 2023; the wage of April 2024; the internal audit and management review of November 2024; awards from 2012 to 2025
Work-zone air	Measurements by an external laboratory on 24 June 2025, 25 December 2025 and 14 March 2026
Work-zone noise	Measurements by an external laboratory on 14 March 2026
Ambient air and generator set noise	Measurements by an external laboratory in June 2025, December 2025 and March 2026

Table 3.3

How the report is organised

PART	SECTIONS
About us	Opening statement; Our philosophy: purpose, vision and values; About this report; A message from leadership; Leadership and governance; Who we are; Our products and how we make them
Our year and our approach	The year in figures; Highlights; Strategy, pillars and objectives; How we create value; Listening to our stakeholders; What matters most: materiality; Risks, opportunities and climate resilience; Our policies
Environment	Energy and climate; Water, air and the working environment; Materials, waste and circularity
People	Our people; Health, safety and wellbeing; Learning and skills; Human rights and labour practices
Business conduct and community	Ethics, integrity and information security; Responsible supply chain; Safety footwear, quality and customers; Community; Benchmarking our performance
Frameworks and direction	Sustainable Development Goals; UN Global Compact principles; Certifications and management systems; Targets and objectives; GRI content index; Alignment with other frameworks; Framework gap closure and forward roadmap
Appendices and back matter	Appendix A: ESG data pack; Appendix B: Basis of preparation, methods and emission factors; Appendix C: Glossary and abbreviations; Assurance statement; Contact and feedback

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A message from leadership

Grid electricity gave 1,177.65, 1,285.44, 1,229.19 and 1,301.75 tCO₂e of our Scope 1 and 2 emissions from FY 2022-23 to FY 2025-26.

GRI 2-22 | NGRBC Principle 1

A first report

This is the first time we have set out our social and environmental performance in one place, for the financial year 1 April 2025 to 31 March 2026. We wrote it from what our teams measure, buy and dispatch month by month. For the people who work here, we hold ourselves to clear rules, and this report describes them.

What guides us

We commit to deliver safety and comfort footwear at an affordable price while safeguarding everyone who makes it, and to improve our systems and processes continually.

Our emissions

Our Scope 1 and 2 emissions were 1,273.59 tCO₂e in FY 2022-23, 1,386.53 in FY 2023-24, 1,327.56 in FY 2024-25 and 1,405.86 in FY 2025-26. Grid electricity accounted for 1,177.65 tCO₂e in FY 2022-23, 1,285.44 in FY 2023-24, 1,229.19 in FY 2024-25 and 1,301.75 in FY 2025-26; the diesel, LPG and CNG used by our generator sets, canteen and two CNG tempos accounted for 95.94 tCO₂e in FY 2022-23, 101.09 in FY 2023-24, 98.37 in FY 2024-25 and 104.11 in FY 2025-26. Electricity bought from the grid is therefore the main source of our emissions in FY 2025-26. Beside our own rooftop solar plant, we use LED lighting and efficient motors, drives and compressors, and harvest rainwater.

Our priorities

Four topics rank as Core in our materiality assessment. Occupational health, safety and dignity comes first, assessed for solvent and dust exposure, noise and fire. Labour and human rights covers our own operations and contract labour, from child and forced labour to freedom of association, working hours, grievance and non-retaliation. Chemicals, materials and hazardous waste, and a responsible supply chain for leather, chemicals and outsourced work, complete the four.

For the people who make our footwear, we keep a regular working week of 48 hours, excluding overtime, with one weekly off, and we bar child labour and forced labour. We recognise the right of all personnel to form and join trade unions and to bargain collectively. We buy raw materials and consumables from manufacturers and traders, and we engage each new partner only after it commits in writing to our social principles.

Our footwear is protective equipment, so its failure harms the person who wears it. Our assessment places product health and safety among the topics we manage, with climate and energy, air emissions and noise, water, employment practices and learning.

Top management, Euro Safety Footwear (India) Limited

5

Leadership and governance

Senior management holds compliance accountability, and we review our social management system once in six months.

GRI 2-9, 2-12, 2-13, 2-16, 2-23, 2-24, 2-26 | NGRBC Principle 1

5.1 Accountability and structure

Where accountability sits

Compliance accountability rests with senior management. Top management is responsible for maintaining and improving our social management system and for defining our social commitments and their objectives. Our head of HR and administration reports to top management, approves how the system works, appoints the management representative and conducts the management review.

Our head of HR and administration and our operations, production and purchase heads each report to top management. The management representative reports to the head of HR and administration.

Who carries each duty

Our operations head is responsible for day-to-day functioning and the overall monitoring of our social compliance. The management representative is responsible for establishing, implementing and maintaining the system: issuing and updating the system's practices, organising the management review, conducting internal audits and communicating with interested parties outside the company. Our production head is responsible for health and safety compliance and the upkeep of the plant, and our purchase head for our social requirements at suppliers. Table 5.1 gives each function's reporting line and authority.

5.2 The governance cycle

Management review

We review our social commitments, practices and performance results once in six months. All heads of department take part, with a worker representative, a social performance team representative, the health and safety representative and the management representative. The management representative circulates the agenda in advance and writes down each review's decisions.

Each review works through our social commitments and objectives, internal and external audits, stake-

holder engagement, suppliers and contractors, legal requirements, child labour, forced labour, health and safety, freedom of association, discrimination, disciplinary practices, working hours, remuneration, environmental management and business ethics.

The management representative also reports to the head of HR and administration once in six months on the performance of the social management system and the changes and improvements it needs. The social performance team reports to senior management on the actions taken to meet our social standard, and on its corrective and preventive actions.

Quality and environment

Top management reviews our quality and environmental management system at least once in six months, against objectives, customer satisfaction, process performance, corrective actions, audit results, supplier performance and resources. Internal audits of every department follow at least once in six months, conducted by trained auditors, and our quality and environment procedure sets 21 days as the normal schedule for a corrective action.

Social performance team

We have a social performance team with balanced representation of workers and management, its worker members chosen freely by the workers. Its term is 30 months, which may be lengthened or shortened on the team's effectiveness. The team carries out written risk assessments of our social requirements, monitors workplace activities, follows up corrective action and facilitates the internal audits that the management representative conducts once a year. Table 5.2 sets out each step of this cycle with its interval or term.

5.3 Our commitments

What we commit to

We bind ourselves to the requirements of the SA8000 standard and to the legal and international instruments that apply to us.

Figure 4

Eight functions and bodies carry authority in our social management system, from top management down.

Functions and bodies in the social management system, FY 2025-26.

Top management Top management of the company	Head of HR and administration Reports to top management	Management representative Reports to the head of HR and administration	Operations head Reports to top management
Production head Reports to top management	Purchase head Reports to top management	Worker representatives Facilitate communication with senior management	Social performance team Reports to senior management

Source: Table 5.1.

Table 5.1

Reporting lines and authority in the social management system

FUNCTION	REPORTING LINE	AUTHORITY IN THE SOCIAL MANAGEMENT SYSTEM
Top management	Top management of the company	Defines the social commitments and objectives; holds compliance accountability with senior management
Head of HR and administration	Reports to top management	Approves how the system works; appoints the management representative; conducts the management review; provides resources
Management representative	Reports to the head of HR and administration	Establishes, implements and maintains the system; issues and updates the system's practices; organises the management review; conducts internal audits; communicates with interested parties outside the company
Operations head	Reports to top management	Day-to-day functioning; overall monitoring of our social compliance
Production head	Reports to top management	Health and safety compliance; upkeep of the plant; risk evaluation
Purchase head	Reports to top management	Social requirements at suppliers, subcontractors and sub-suppliers
Worker representatives	Facilitate communication with senior management	Communication with senior management on social compliance; awareness among workers
Social performance team	Reports to senior management	Recommends actions on the risks its assessments identify; facilitates internal audits

We comply with local and national laws, and where two requirements address the same issue, we apply the provision most favourable to workers. We apply a defined practice for each labour standard and explain it to any interested party.

How it reaches people

We display these commitments and the standard at locations in our factory and on our website, and give them to interested parties on request. Table 5.3 lists each commitment and how it reaches people.

5.4 Putting commitments to work

Due diligence and training

We extend our requirements to suppliers, subcontractors, private employment agencies and sub-suppliers through due diligence, which communicates our requirements to their senior leadership, assesses significant risks of non-conformance and monitors performance. Training for all personnel follows the results of our risk assessments, and we planned awareness sessions on labour standards and the amfori BSCI code for our core team through 2025 (Section 21).

Table 5.2

The governance cycle

GOVERNANCE STEP	LED BY	WHAT IT COVERS	INTERVAL OR TERM
Management review of the social system	Head of HR and administration, organised by the management representative	Social commitments, practices and performance results, with heads of department and the worker, social performance team and health and safety representatives	Once in six months
Management review of quality and environment	Top management	Objectives, customer satisfaction, process performance, corrective actions, audit results, supplier performance, resources, and risks and opportunities	At least once in six months
Report on the social management system	Management representative	Performance of the system and the changes and improvements it needs	Once in six months
Risk assessment of our social requirements	Social performance team	Areas of actual or potential non-conformance, with actions recommended to senior management	Written, in consultation with interested parties
Internal audit and monitoring	Management representative conducts the internal audits; the social performance team facilitates them and monitors workplace activities	Compliance with our standards and the effect of the actions taken, reported to senior management	Once a year
Internal audit of quality and environment	Management representative	Every department, by auditors trained for the purpose	At least once in six months
Corrective and preventive action	Social performance team	Non-conformances, root causes, actions taken and results, with timelines	Prompt, with resources provided
Corrective action under our quality and environment procedure	Under our quality and environment system	Corrective actions taken after a non-conformance	Normal schedule of 21 days
Term of the social performance team	Social performance team	Balanced representation of workers and management	30 months, which may be lengthened or shortened on the team's effectiveness

Table 5.3

Our commitments and how they are communicated

COMMITMENT	HOW WE APPLY IT	HOW IT REACHES PEOPLE
Our social commitments	Safety and comfort footwear at an affordable price, safeguarding everyone who makes it	Displayed at locations in the factory and on the company website
Compliance with local and national law	Applied with the provision most favourable to workers where requirements overlap	Explained to any interested party
ILO and United Nations instruments	Applied to our social requirements, and listed by name in the human rights section of this report	Explained to any interested party
Practice on each labour standard	Child labour, forced labour, health and safety, freedom of association, discrimination, discipline, working hours and remuneration	Explained to any interested party

External audits

We cooperate fully with external auditors at announced and unannounced audits. In November 2025, TUV Rheinland carried out a SMETA 4-pillar audit and

an amfori BSCI monitoring audit at our site. Our grievance process, which Section 12 describes, is open to personnel and interested parties. Table 5.4 lists each mechanism and what we do.

Table 5.4

How we put our commitments to work

MECHANISM	WHAT WE DO
Supplier due diligence	Requirements communicated to suppliers' senior leadership; significant risks of non-conformance assessed and addressed; performance monitored
Supplier commitment	Every supplier and service provider commits in writing to our fundamental principles on labour and the environment before we engage it
Training	Training for all personnel informed by the results of risk assessments, with its effectiveness measured periodically
Grievance process	Confidential, unbiased, non-retaliatory and accessible to personnel and interested parties; outcomes investigated, followed up and communicated
Non-retaliation	No discipline, dismissal or discrimination for giving information on our social compliance or making a workplace complaint
Harassment complaints	A complaint system against any type of harassment and sexual exploitation
External audits	Full cooperation with external auditors at announced and unannounced audits; a SMETA 4-pillar audit and an amfori BSCI monitoring audit by TUV Rheinland in November 2025

5.5 Our board

Board composition

At 31 March 2026 our board had six directors: one managing director, two whole-time directors and

three independent directors. Two of the six were women, 33.3% of the board. Table 5.5 gives the composition.

Table 5.5

Board of directors at 31 March 2026

BOARD OF DIRECTORS AT 31 MARCH 2026	NUMBER
Directors	6
Managing director	1
Whole-time directors	2
Independent directors	3
Women directors	2
Women on the board	33.3%

6

Who we are

Founded to export safety footwear, we make it in EPIP Shastripuram, Agra, with our own 400 kW rooftop solar plant.

GRI 2-1, 2-6 | NGRBC Principles 1, 2

6.1 Our company

Legal identity

Euro Safety Footwear (India) Limited is an unlisted public limited company registered in India, with its registered office at B-49/4, 49/5, 54/2, 54/3, E.P.I.P, Shastripuram, Agra 282007. Our premises include four more plots on the same estate, 49/6, 54/5, B-54 and B-54/1. We make safety footwear and comfort footwear.

Our origins

We were incorporated in 2004 and set up with the export of safety footwear as our basic idea, as global demand for personal protective equipment rose. We received our import export code on 2 March 2005. In 2008 we began trial production of comfort footwear for international and domestic markets, and we went through an expansion phase to double our production.

Our certifications

TUV Rheinland Cert GmbH certifies our quality management to ISO 9001:2015 and our environmental management to ISO 14001:2015, both in force through the year, for the design and manufacture of safety and comfort footwear. Table 6.1 sets out our profile and history.

6.2 Our site

Energy on site

We own a 400 kW rooftop solar plant, and we keep three diesel generator sets, of 62.5 kVA, 380 kVA and 400 kVA, for standby use only beside the grid. We fuel our two CNG tempos twice a month and record the gas in kg. Our energy steps for the year were LED lighting and efficient motors, drives and compressors, and Section 16 reports the year's energy and emissions.

Water and welfare

We draw groundwater through a borewell whose meter is read at the start and close of each month, and rainwater harvesting was in place during the year. Our domestic wastewater goes to the common sewage line. Our canteen cooks with LPG in cylinders of 19 kg, and we provide no dormitory. Four buses carry our workers, and 10 cars serve our senior staff; their fuel sits outside our emissions inventory, because the inventory counts the fuels whose use we recorded through the year. Table 6.2 lists the site's facilities and assets for the year.

6.3 Our value chain

Our suppliers

We buy raw materials and consumable items from manufacturers and traders. Every new business partner must be a legal business entity and must commit in writing to our social principles before we engage it. Section 24 sets out how we evaluate partners and the due diligence that extends to subcontractors, private employment agencies and sub-suppliers.

Our people

Every employee is given the terms of employment in a language they understand, and we take proof of age at appointment. Section 19 reports these terms.

Customers and markets

Our safety footwear is made for export, and our comfort footwear for international and domestic markets. Our export markets are Germany, South Africa, Austria, France, New Zealand and the United Kingdom. We aim to raise customer satisfaction through continual improvement of our systems and processes. Table 6.3 traces our value chain from raw materials to markets.

Figure 5

Our value chain has six links, from raw materials to the markets we sell to.

Links in our value chain, FY 2025-26.

Link 1 Raw materials and consumables Bought from manufacturers and traders	Link 2 Supplier evaluation Existing manufacturers and contractors evaluated periodically against our social requirements	Link 3 Due diligence On suppliers, subcontractors, private employment agencies and sub-suppliers
Link 4 Manufacturing At our plots in EPIP Shastripuram, Agra	Link 5 Services on site Security provided through a manpower supplier on contract	Link 6 Products and markets Safety footwear for export, our founding purpose

Source: Table 6.3.

Table 6.1

Company profile and history

ITEM	DETAIL
Legal name	Euro Safety Footwear (India) Limited
Type of company	Unlisted public limited company registered in India
Corporate identity number	U19201UP2004PLC029359
Registered office	B-49/4, 49/5, 54/2, 54/3, E.P.I.P, Shastripuram, Agra 282007
Further plots on the estate	49/6, 54/5, B-54 and B-54/1, EPIP, Shastripuram, Agra
Incorporation	2004
Comfort footwear	Trial production for international and domestic markets begun in 2008
Founding purpose	Export of safety footwear, as demand for personal protective equipment grew worldwide
Products	Safety footwear and comfort footwear
Management systems	ISO 9001:2015 and ISO 14001:2015, certified by TUV Rheinland Cert GmbH and in force through FY 2025-26, for the design and manufacture of safety and comfort footwear
Website	www.eurosafetyfootwear.com
Office mailbox	office@eurosafetyfootwear.com

Table 6.2

Site facilities and assets, FY 2025-26

FACILITY OR ASSET	DETAIL FOR FY 2025-26
Rooftop solar plant	400 kW, owned by the company
Diesel generator sets	Three, for standby use only: 62.5 kVA, 380 kVA and 400 kVA
Energy steps	LED lighting; efficient motors, drives and compressors
Rainwater harvesting	In place in FY 2025-26
Groundwater	A borewell with a meter read at the start and close of each month

Table 6.2 continues on the next page

Table 6.2, continued

FACILITY OR ASSET	DETAIL FOR FY 2025-26
Domestic wastewater	Common sewage line
Canteen fuel	LPG in cylinders of 19 kg
CNG tempos	Gas taken, in kg, at two dated fuellings a month
Worker transport	4 buses, 3 on diesel and 1 on CNG, on a route of 35 km one way
Senior staff transport	10 cars, over a range of 12 to 14 km
Welfare facilities	Free access to clean toilets, potable water, a lunch room and a hygienic place for meal storage

Fuel for the buses and cars sits outside the emissions inventory, because the inventory counts the fuels whose use we recorded through the year.

Table 6.3

Our value chain

LINK IN THE CHAIN	WHAT WE DO
Raw materials and consumables	Bought from manufacturers and traders; every new partner a legal business entity that commits in writing to our social principles before it is engaged
Supplier evaluation	Existing manufacturers and contractors evaluated periodically against our social requirements; manufacturers also against BSCI and ETI requirements
Due diligence	On suppliers, subcontractors, private employment agencies and sub-suppliers; home workers given protection equivalent to our own workers
Manufacturing	At our plots in EPIP Shastripuram, Agra; no work done outside the factory by job workers or home-based workers
Services on site	Security provided through a manpower supplier on contract
Products and markets	Safety footwear for export, our founding purpose; comfort footwear, whose trial production for international and domestic markets began in 2008

6.4 Awards and recognition

What we have received

Industry bodies and export councils have recognised the company and its leaders across 14 awards from

2012 to 2025, in quality, productivity, export, employer standing and clean industry. Table 6.4 lists each award with its calendar year.



Table 6.4

Awards and recognition, 2012 to 2025

CALENDAR YEAR	AWARD OR RECOGNITION
2012	International Exhibition on Occupational Safety and Health
2015	National Productivity and Innovation Award
2016	Excellence in Quality Manufacturing (World Quality Congress)
2017	India's greatest brand and leader award 2017-2018 (Asia One Magazine)
2018	India's greatest brand and leader award 2018-2019 (Asia One Magazine)
2018	Northern Regional Export Award (CLE)
2018	Best Employer Award 2018 (The Employer Branding Institute)
2020	CLE Best Women Entrepreneur Award 2019-20
2020	Manufacturer of the Year (PPE), Star of the Industry Group
2020	Productivity in Manufacturing (Leather Footwear), Star of the Industry Group
2021	CLE Best Women Entrepreneur Award 2020-21
2022	Clean Industry, Green Industry Award 2022
2024	CLE National Export Excellence Award 2023-24
2025	Outstanding Leaders of The Year 2025

Incorporated

2004

Company profile, Table 6.1

Rooftop solar plant

400 kW

Owned by the company, Table 6.2

Our canteen cooks with LPG in cylinders of 19 kg, and we provide no dormitory.

7

Our products and how we make them

We make footwear in eight stages, and pairs produced came to 1,333,385, 1,409,038, 1,384,451 and 1,446,865 from FY 2022-23 to FY 2025-26.

GRI 2-6, 301-1 | NGRBC Principle 2

7.1 What we make and what it takes

Our products

We make safety footwear and comfort footwear, and we hold both to one standard: safety and comfort for the wearer at an affordable price, made by people whose interests are safeguarded. Our safety footwear range spans the categories of EN ISO 20345:2022, among them S1PS, S3S and S7S, with uppers of cow leather, nubuck, suede, microfibre or textile mesh, toe caps of fibreglass composite, aluminium or steel, and soles of PU/PU, EVA/rubber or phylon/rubber. Section 25 sets out what each marking gives the wearer and what our footwear is made of.

What production used

Table 7.1 gives the materials, energy, water and emissions of our production in one place. Pairs produced came to 1,333,385 in FY 2022-23, 1,409,038 in FY 2023-24, 1,384,451 in FY 2024-25 and 1,446,865 in FY 2025-26, and groundwater drawn through the borewell meter to 346 KL in FY 2022-23, 365 in FY 2023-24, 359 in FY 2024-25 and 375 in FY 2025-26. Sections 16 to 18 report each of them in full.

7.2 How we make it

Eight stages

We make our footwear in eight stages, from cutting through preparation, fitter, lasting and Desma injection moulding to finishing, packing and dispatch. Table 7.2 gives the stages in order.

What goes into a pair

Each part of the shoe has its own material. The upper is cow leather in smooth, nubuck, suede, crazy, milled or grain finish, buff leather, microfibre suede, a knitted upper with TPU, textile mesh or nappa. The lining is textile, some of it with a waterproof membrane. The footbed is textile with moulded PU or perforated

EVA. The insole plate is composite or Kevlar, and the toe cap is fibreglass composite, steel or aluminium. The sole is PU/PU, PU/rubber, EVA/rubber, phylon/rubber or extralite EVA. We build the shoe by injecting the sole directly onto the upper on our Desma machines, or by cementing it.

How a pair is made

The work follows the order of Table 7.2. Leather is selected, issued from the store and cut on clicker and beam cutting machines, and each cut is passed before the pieces are numbered, stamped and embossed. Parts are split and skived, and their edges are coloured by hand. In the closing room the upper is eyeleted and stitched, and adhesive is applied under an exhaust system. The toe and counter are moulded and the strobel is stitched. The upper is then lasted and the toe cap fitted, the sole is injected, and the shoe is taken off its last and passed. Final passing, the CE label and a needle check come before packing. Our own laboratory tests the upper-to-sole bond, impact, compression, tear and tensile strength, abrasion, flexing, penetration resistance and water vapour permeability.

Where the work happens

We monitor the work zones where these stages run. On the ground floor are cutting and bottom, on the first floor preparation and fitter, and on the second floor fitter and bottom. Building 3 has bottom and fitter zones of its own, and the Desma area is named separately. Section 17 reports the work-zone air and noise readings.

Plant and machines

Our main plant and machine lines run from 24 clicker machines and 4 beam cutting machines through splitting, skiving, stitching and lasting machines and 4 Desma machines to 2 ovens. Stitching is the largest line, with 168 machines, and 6 compressors and 3 generator sets support the plant. Table 7.3 gives the number on each line.

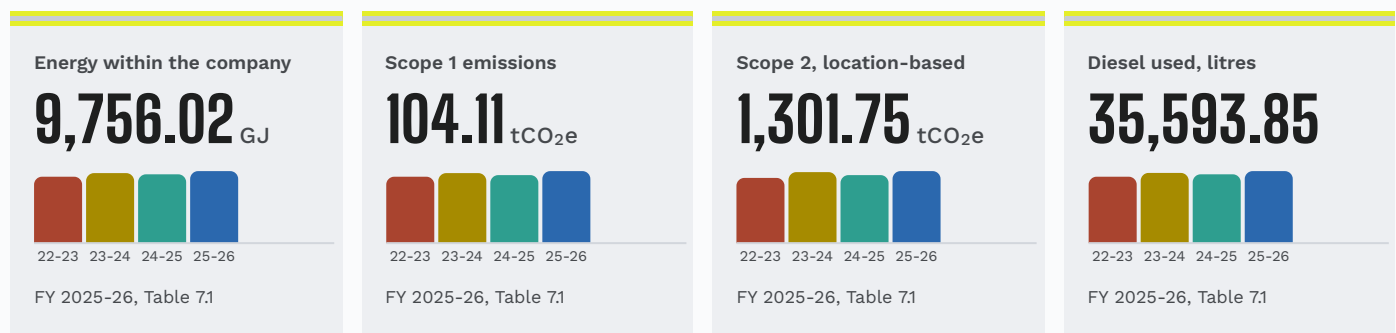
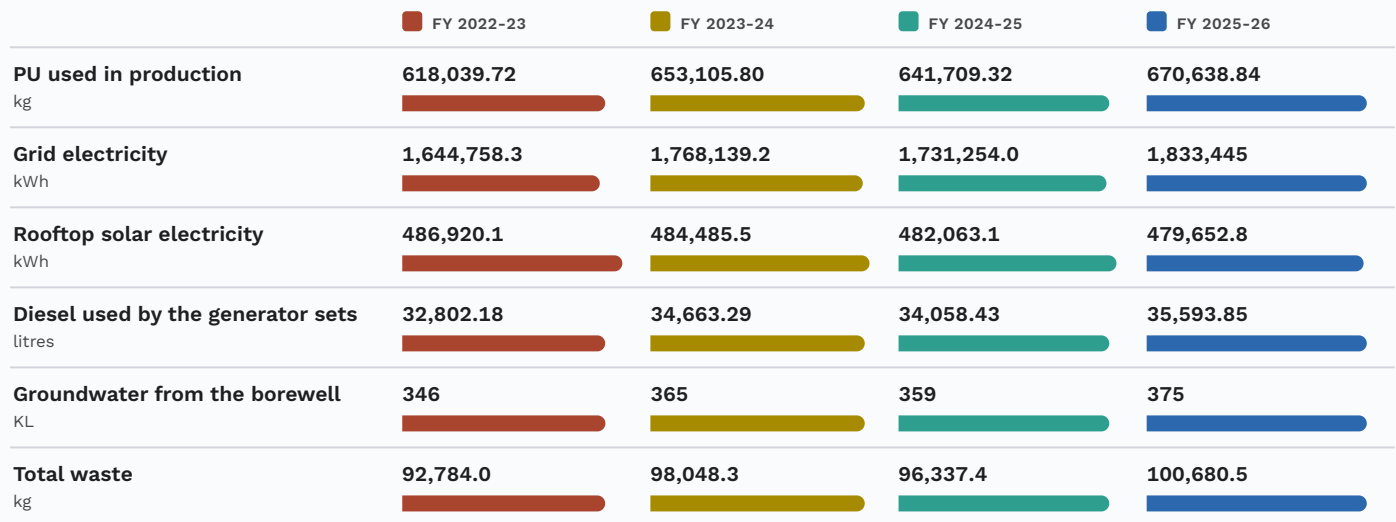


Figure 6

Production inputs and waste are set out for each of the four years.

Production inputs and waste, FY 2022-23 to FY 2025-26



Each bar is drawn to its own row's scale.

Source: Tables 7.1 and 8.3.

Table 7.1

Materials, energy, water and emissions of our production, FY 2022-23 to FY 2025-26

QUANTITY	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Pairs produced	pairs	1,333,385	1,409,038	1,384,451	1,446,865
PU used in production	kg	618,039.72	653,105.80	641,709.32	670,638.84
Grid electricity	kWh	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445
Rooftop solar electricity	kWh	486,920.1	484,485.5	482,063.1	479,652.8
Total electricity	kWh	2,131,678.4	2,252,624.7	2,213,317.1	2,313,097.8
Diesel used by the generator sets	litres	32,802.18	34,663.29	34,058.43	35,593.85
Canteen LPG	tonnes	0.93	0.98	0.96	1.01
CNG for our two tempos	tonnes	2.04	2.06	1.68	2.22
Groundwater drawn through the borewell meter	KL	346	365	359	375
Energy within the company	GJ	8,990.84	9,495.92	9,314.10	9,756.02

Table 7.1 continues on the next page

Table 7.1, continued

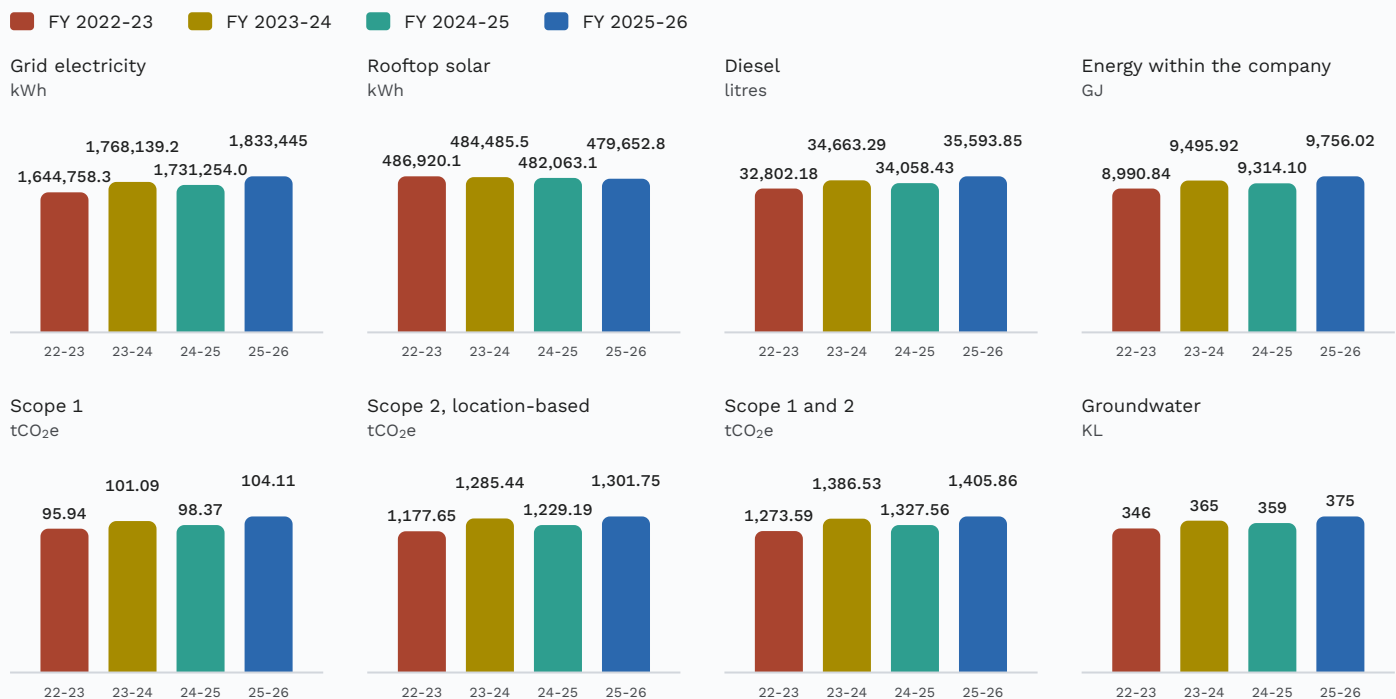
QUANTITY	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1 emissions	tCO ₂ e	95.94	101.09	98.37	104.11
Scope 2 emissions, location-based	tCO ₂ e	1,177.65	1,285.44	1,229.19	1,301.75
Scope 1 and 2 emissions	tCO ₂ e	1,273.59	1,386.53	1,327.56	1,405.86

Totals are summed before rounding, so parts and totals may differ in the second decimal place.

Figure 7

Each quantity is set out for the four years, with rooftop solar at 479,652.8 kWh in FY 2025-26.

Quantities and emissions, FY 2022-23 to FY 2025-26



Each panel has its own scale and starts at zero.

Source: Table 7.1.

Table 7.2

Manufacturing process flow

ORDER	STAGE
First	Cutting
Second	Preparation
Third	Fitter
Fourth	Lasting
Fifth	Desma injection moulding

Table 7.2 continues on the next page

Table 7.2, continued

ORDER	STAGE
Sixth	Finishing
Seventh	Packing
Eighth	Dispatch

The sole goes on by direct injection on our Desma machines or by cementing.

Table 7.3

Main plant and machine lines, FY 2025-26

MACHINE LINE	NUMBER
Clicker machines (clicking presses)	24
Beam cutting machines	4
Splitting machines	2
Skiving machines	10
Post bed machines (stitching machines)	168
D-ring machines	2
Strobel machines	5
Lasting machines	4
Desma machines	4
Ovens	2
Compressors	6
Generator sets, for standby use only	3

Counter moulding machines also run in the plant.

7.3 What leaves the factory besides footwear

Process outputs

Each waste stream leaves the site on a dated dispatch. Paper, carton and leather cuttings go as non-hazardous streams. Used oil, waste chemical, contaminated rags, lamps, broken needles, e-waste and empty drums go as hazardous streams. Table 7.4 lists the streams by class.

Safe handling

We assess the risk of all our processes, and Section 20 sets out how we rate and control it. We hold safety information on the materials we use, we prepare for emergencies, and we check fire safety and housekeeping. For 2025 we planned sessions on PPE and the safe use of chemicals, chemical handling and storage, material safety information, machine safety, lockout and tagout, and chemical spill drills.

PU used in production

670,638.84 kg



FY 2025-26, Table 7.1

Rooftop solar electricity

479,652.8 kWh



FY 2025-26, Table 7.1

Groundwater drawn

375 KL



FY 2025-26, Table 7.1

Table 7.4

Waste streams by class

STREAM	CLASS	HOW IT LEAVES THE SITE
Paper	Non-hazardous	Dated dispatch each month
Carton	Non-hazardous	Dated dispatch each month
Leather cuttings	Non-hazardous	Dated dispatches
Used oil	Hazardous	Dated dispatch
Waste chemical	Hazardous	Dated dispatch
Contaminated rags	Hazardous	Dated dispatch
Lamps	Hazardous	Dated dispatch
Broken needles	Hazardous	Dated dispatch
E-waste	Hazardous	Dated dispatch
Empty drums	Hazardous	Dated dispatch

Hazardous dispatches in FY 2025-26 fall on 30 May 2025, in June 2025, and on 11 November 2025 and 21 March 2026.

8

The year in figures

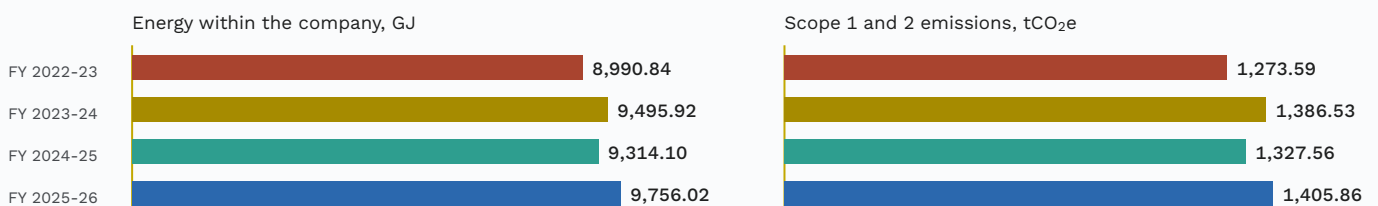
Energy within the company came to 8,990.84, 9,495.92, 9,314.10 and 9,756.02 GJ from FY 2022-23 to FY 2025-26.

GRI 302-1, 303-3, 305-1, 305-2 | NGRBC Principle 6

Figure 8

Energy within the company and Scope 1 and 2 emissions are set out for each of the four years.

Energy within the company, GJ, and Scope 1 and 2 emissions, tCO₂e, FY 2022-23 to FY 2025-26.



Each panel has its own scale.

Source: Tables 8.1 and 8.2.

8.1 Energy

Grid and solar

We drew 1,833,445 kWh of grid electricity in FY 2025-26. Our own rooftop solar plant supplied a further 479,652.8 kWh over the same 12 months.

Diesel used by our three standby generator sets came to 35,593.85 litres over the 12 months. Our canteen used 1.01 t of LPG in 53 cylinders of 19 kg, and our two CNG tempos took 2.22 t of CNG over the year.

Energy within the company

Together these five sources came to 9,756.02 GJ. Grid electricity supplied 6,600.40 GJ, rooftop solar 1,726.75 GJ and the three fuels 1,428.86 GJ, of which diesel accounts for 1,274.74 GJ. Table 8.1 gives the four years.

8.2 Greenhouse gas emissions

Scope 1 and 2

Scope 1 emissions from our three fuels were 104.11 tCO₂e, and diesel for the generator sets accounts for 94.77 tCO₂e of them. CNG added 6.33 tCO₂e and canteen LPG 3.01 tCO₂e. Scope 2 location-based emissions from grid electricity were 1,301.75 tCO₂e, which brings Scope 1 and 2 to 1,405.86 tCO₂e for the year.

Four years

Scope 1 and 2 emissions were 1,405.86 tCO₂e in FY 2025-26, 1,327.56 tCO₂e in FY 2024-25 and 1,273.59 tCO₂e in FY 2022-23, and Table 8.2 gives each source for each year.

8.3 Water and waste

Borewell water

We drew 375 KL of groundwater through our borewell in FY 2025-26, and read its meter each month. Rain-water harvesting was in place during the year.

Dispatched waste

Paper left the site on 12 dated dispatches totalling 1,025 kg, and carton left on 12 dated dispatches totalling 2,463 kg. Leather cuttings leave on dated dispatches in the same way. Hazardous waste left on four dated dispatches between 30 May 2025 and 21 March 2026.

Total waste

We record our total waste each month, beside the dispatches, and it came to 100,680.5 kg over FY 2025-26. Table 8.3 gives each measure for the four years.

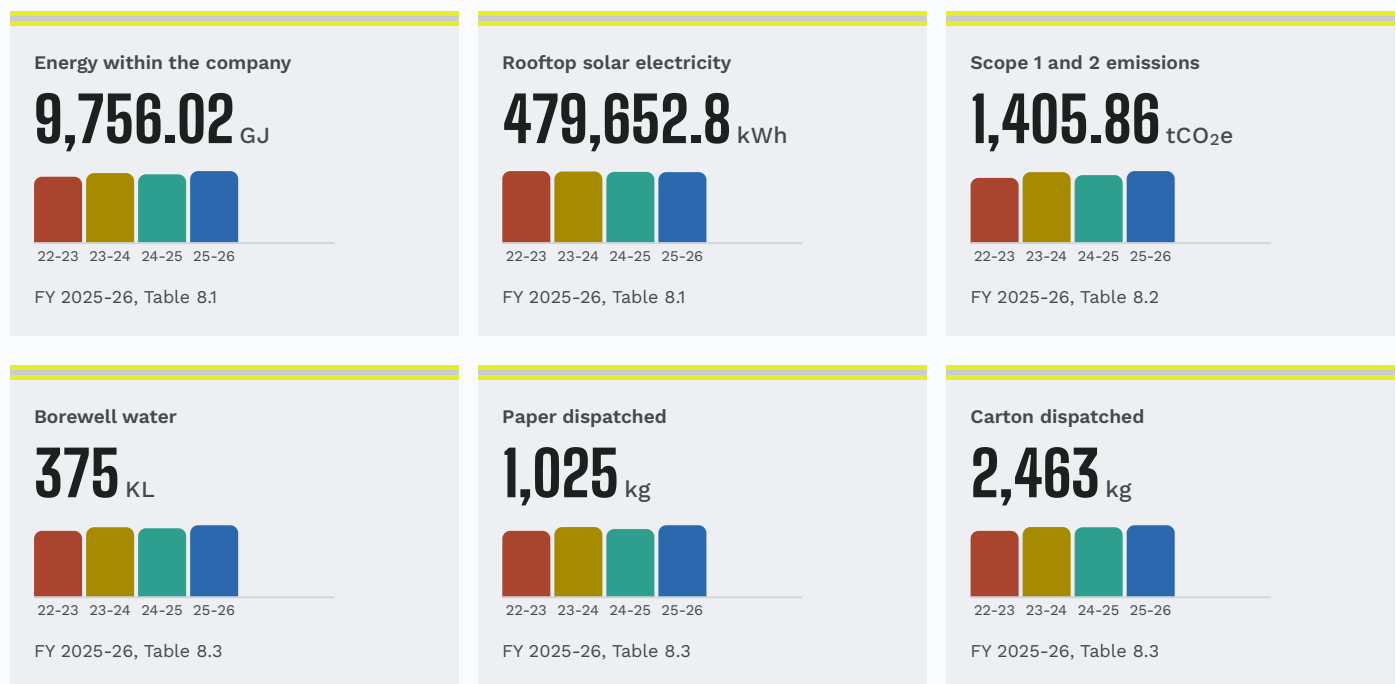
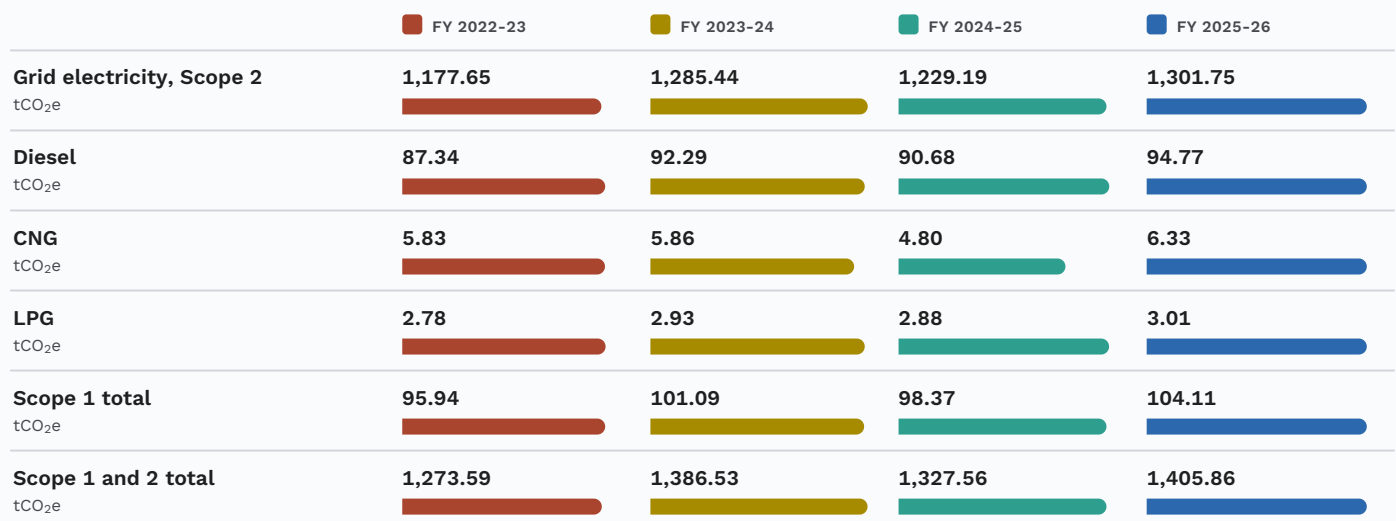


Figure 9

Grid electricity gave 1,301.75 tCO₂e in FY 2025-26, the largest part of 1,405.86 tCO₂e from all sources.

Emissions by source, tCO₂e, FY 2022-23 to FY 2025-26



Each bar is drawn to its own row's scale.

Source: Table 8.2.

Table 8.1

Energy by source, FY 2022-23 to FY 2025-26

MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Grid electricity	kWh	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445
Rooftop solar electricity	kWh	486,920.1	484,485.5	482,063.1	479,652.8
Diesel, three generator sets	litres	32,802.18	34,663.29	34,058.43	35,593.85

Table 8.1 continues on the next page

Table 8.1, continued

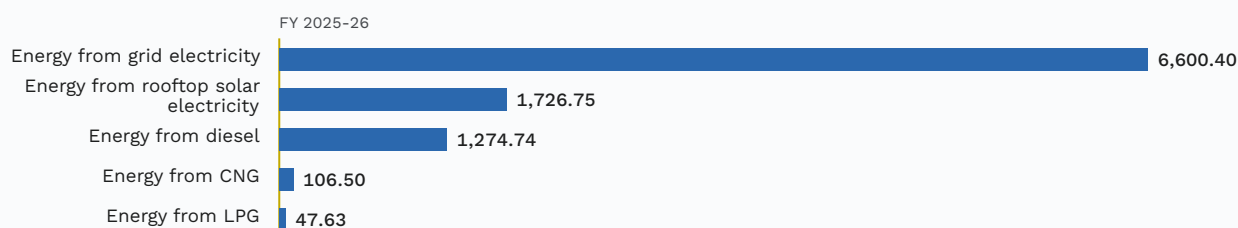
MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
CNG, two tempos	t	2.04	2.06	1.68	2.22
LPG, canteen	t	0.93	0.98	0.96	1.01
Energy from grid electricity	GJ	5,921.13	6,365.30	6,232.51	6,600.40
Energy from rooftop solar electricity	GJ	1,752.91	1,744.15	1,735.43	1,726.75
Energy from diesel	GJ	1,174.76	1,241.41	1,219.75	1,274.74
Energy from CNG	GJ	98.14	98.67	80.83	106.50
Energy from LPG	GJ	43.90	46.39	45.58	47.63
Energy within the company	GJ	8,990.84	9,495.92	9,314.10	9,756.02

Totals are summed before rounding, so parts and totals may differ in the second decimal place.

Figure 10

Grid electricity supplied 6,600.40 GJ of the 9,756.02 GJ of energy we used in FY 2025-26.

Energy by source, GJ, FY 2025-26.



Source: Table 8.1.

Table 8.2

Greenhouse gas emissions by source, tCO₂e, FY 2022-23 to FY 2025-26

MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Diesel, three generator sets	tCO ₂ e	87.34	92.29	90.68	94.77
CNG, two tempos	tCO ₂ e	5.83	5.86	4.80	6.33
LPG, canteen	tCO ₂ e	2.78	2.93	2.88	3.01
Scope 1 total	tCO ₂ e	95.94	101.09	98.37	104.11
Grid electricity, Scope 2, location-based	tCO ₂ e	1,177.65	1,285.44	1,229.19	1,301.75
Scope 1 and 2 total	tCO ₂ e	1,273.59	1,386.53	1,327.56	1,405.86

Scope 1 is the three fuels and covers carbon dioxide, methane and nitrous oxide. Totals are summed before rounding, so parts and totals may differ in the second decimal place.

8.4 Production and what it took

Pairs made

We made 1,446,865 pairs of footwear in FY 2025-26, and Table 8.4 gives the pairs for the four years. We count our pairs each month, and Table 8.6 gives the months.

Per pair

For each pair made in FY 2025-26 we used 1.60 kWh of electricity and drew 0.259 litres of groundwater. Per 1,000 pairs we emitted 0.972 tCO₂e of Scope 1 and 2 and dispatched 69.6 kg of total waste (Table 8.5).

Figure 11

Grid electricity gave 1,301.75 tCO₂e of our 1,405.86 tCO₂e of Scope 1 and 2 emissions in FY 2025-26.

Greenhouse gas emissions by source, tCO₂e, FY 2025-26.



Source: Table 8.2.

Table 8.3

Water and waste, FY 2022-23 to FY 2025-26

MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Groundwater drawn	KL	346	365	359	375
Paper dispatched	kg	945	998	970	1,025
Carton dispatched	kg	2,270	2,399	2,396	2,463
Hazardous waste dispatches	number	3	3	4	4
Total waste	kg	92,784.0	98,048.3	96,337.4	100,680.5

Leather cuttings are reported in the waste section. Total waste stands beside paper and carton, not added to them.

Table 8.4

Pairs produced, FY 2022-23 to FY 2025-26

MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Pairs produced	pairs	1,333,385	1,409,038	1,384,451	1,446,865

Table 8.5

Resources and emissions per pair made, FY 2025-26

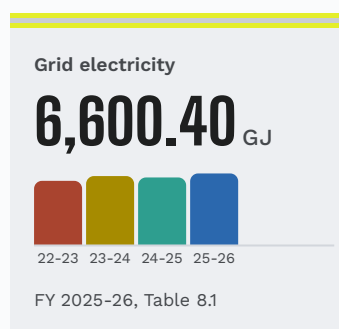
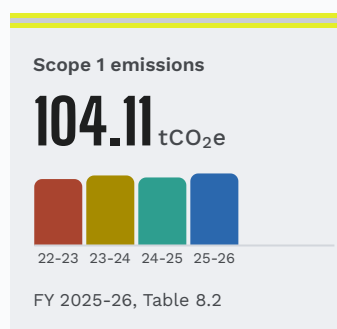
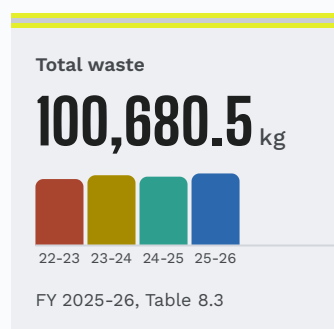
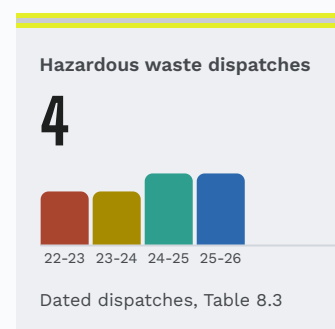
MEASURE	UNIT	FY 2025-26
Electricity per pair	kWh per pair	1.60
Groundwater per pair	litres per pair	0.259
Scope 1 and 2 emissions per 1,000 pairs	tCO ₂ e per 1,000 pairs	0.972
Total waste per 1,000 pairs	kg per 1,000 pairs	69.6

Grid electricity supplied 6,600.40 GJ, rooftop solar 1,726.75 GJ and the three fuels 1,428.86 GJ, of which diesel accounts for 1,274.74 GJ.

Table 8.6

Pairs produced by month, FY 2025-26

MONTH	PAIRS PRODUCED
April 2025	81,461
May 2025	120,775
June 2025	105,045
July 2025	160,267
August 2025	105,765
September 2025	136,056
October 2025	111,493
November 2025	127,381
December 2025	104,432
January 2026	115,891
February 2026	130,912
March 2026	147,387
FY 2025-26	1,446,865



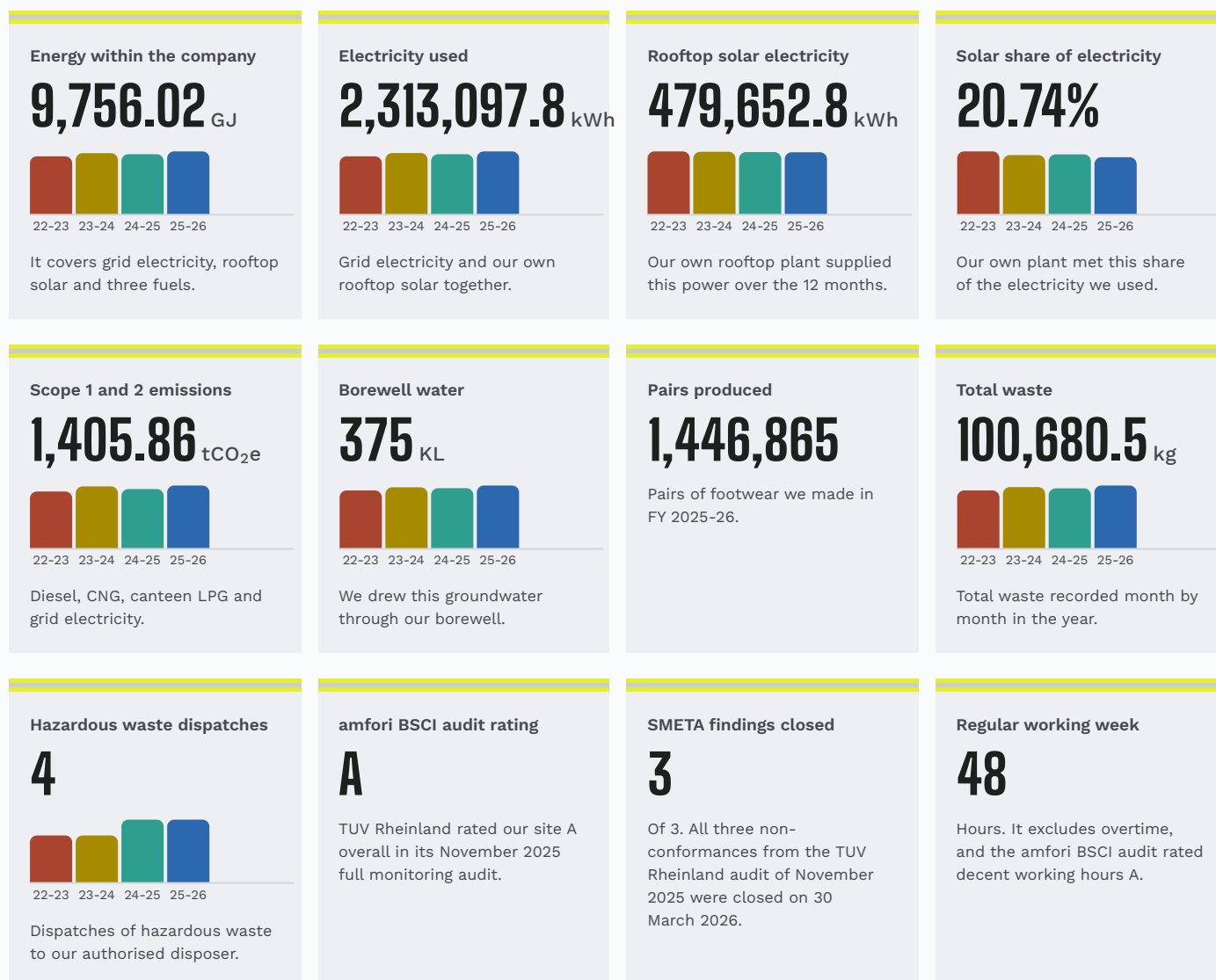
Scope 1 emissions from our three fuels were 104.11 tCO₂e, and diesel for the generator sets accounts for 94.77 tCO₂e of them.

9

Highlights

Our amfori BSCI rating was A overall in November 2025, and all 3 SMETA non-conformances closed.

GRI 302-1, 305-1, 305-2 | NGRBC Principles 3, 6



The year at a glance

The tiles below show each measure for the four years, FY 2022-23 to FY 2025-26, with the audit results of November 2025. Energy within the company came to 8,990.84 GJ in FY 2022-23, 9,495.92 in FY 2023-24, 9,314.10 in FY 2024-25 and 9,756.02 in FY 2025-26, and Scope 1 and 2 emissions to 1,273.59 tCO₂e in FY 2022-23, 1,386.53 in FY 2023-24, 1,327.56 in FY 2024-25 and 1,405.86 in FY 2025-26. Pairs produced came to 1,333,385 in FY 2022-23, 1,409,038 in

FY 2023-24, 1,384,451 in FY 2024-25 and 1,446,865 in FY 2025-26. Groundwater drawn through the borewell came to 346 KL in FY 2022-23, 365 in FY 2023-24, 359 in FY 2024-25 and 375 in FY 2025-26, and the solar share of electricity used to 22.84% in FY 2022-23, 21.51% in FY 2023-24, 21.78% in FY 2024-25 and 20.74% in FY 2025-26. Per pair made in FY 2025-26, we used 1.60 kWh of electricity and drew 0.259 litres of groundwater, and per 1,000 pairs we emitted 0.972 tCO₂e of Scope 1 and 2 and dispatched 69.6 kg of total waste (Table 8.5).

Audits and working hours

TUV Rheinland rated our site A overall in its amfori BSCI full monitoring audit of November 2025, against B overall in November 2023. All 3 non-conformances of its SMETA audit of November 2025 were closed on 30 March 2026. Our regular working week is 48 hours, excluding overtime, and the amfori BSCI audit rated decent working hours A.

9.1 The year's dated events

Events of the year

The dated events of FY 2025-26 run from the first waste dispatch on 4 April 2025 to the closure of the SMETA non-conformances on 30 March 2026. They include our committee meetings of September and November 2025, the two social audits of November 2025 and the air and noise readings an external laboratory took in June 2025, December 2025 and March 2026.

Table 9.1

Dated events of FY 2025-26

DATE	EVENT
4 April 2025	First dated dispatch of paper, carton and leather cuttings in the year
9 April 2025	Training on ethical business practices and anti-bribery for the roles with the greatest exposure to bribery risk
30 May 2025	Hazardous waste dispatch, including used oil, contaminated rags, lamps, broken needles, e-waste and empty drums
June 2025	Hazardous waste dispatch, including used oil, waste chemical, contaminated rags, lamps, broken needles, e-waste and empty drums
24 June 2025	Work-zone air readings by an external laboratory
9 September 2025	Meeting of the grievance committee
14 October 2025	Energy and water conservation session planned for all staff
7 November 2025	Meetings of the works committee and the health and safety committee
9 November 2025	Meeting of the internal complaints committee
11 November 2025	Hazardous waste dispatch, including used oil, waste chemical, contaminated rags, lamps, broken needles, e-waste and empty drums
18 to 22 November 2025	amfori BSCI full monitoring audit by TUV Rheinland, rated A overall
20 to 21 November 2025	SMETA 4-pillar audit by TUV Rheinland

Table 9.1 continues on the next page

9.2 Steps in place

Table 9.2 lists the steps and provisions in place in FY 2025-26, from our own rooftop solar plant and rainwater harvesting to our health and safety committee.

9.3 Social audits of November 2023 and November 2025

Two rounds of the amfori BSCI audit

TUV Rheinland carried out an amfori BSCI full monitoring audit on 8 and 9 November 2023 and another from 18 to 22 November 2025. The overall rating moved from B to A. In November 2023 the social management system and workers involvement and protection were rated C and occupational health and safety B; in November 2025 the first two were rated B and occupational health and safety A, and every other performance area was rated A in both audits. TUV Rheinland also carried out a SMETA 4-pillar audit on 20 and 21 November 2025. It raised 3 non-conformances, all under safe and hygienic working conditions, and all 3 were closed on 30 March 2026.

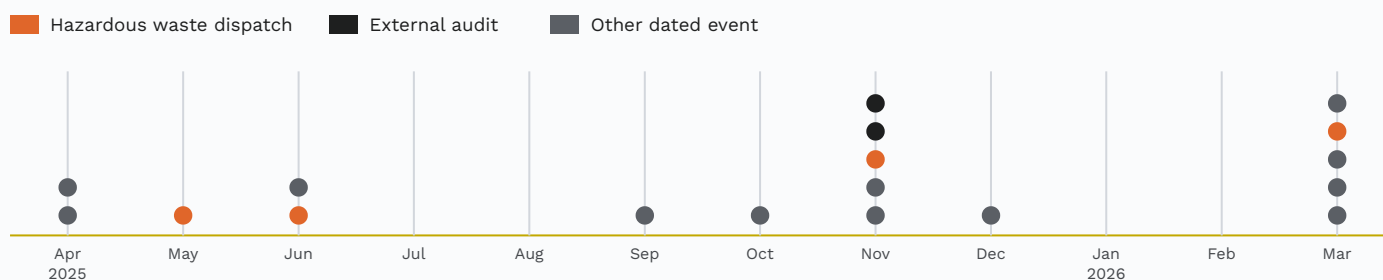
Table 9.1, continued

DATE	EVENT
25 December 2025	Work-zone air readings by an external laboratory
9 March 2026	Last dated dispatch of paper, carton and leather cuttings in the year
14 March 2026	Work-zone air readings by an external laboratory at the cutting, bottom, preparation, fitter and Desma areas; work-zone noise readings at cutting and the compressor room
March 2026	Noise readings at the three generator sets
21 March 2026	Hazardous waste dispatch, including used oil, waste chemical, contaminated rags, lamps, broken needles, e-waste and empty drums
30 March 2026	All 3 non-conformances raised at the SMETA audit closed

Figure 12

Four hazardous waste dispatches and two external audits mark the dated events of FY 2025-26.

Dated events, April 2025 to March 2026.



Source: Table 9.1.

Table 9.2

Steps and provisions in place in FY 2025-26

AREA	IN PLACE IN FY 2025-26
Energy	Rooftop solar plant owned by the company
Energy	LED lighting; efficient motors, drives and compressors
Water	Rainwater harvesting
Water	Borewell meter read each month
Wastewater	Domestic wastewater to the common sewage line
Waste	Dated dispatches of paper, carton, leather cuttings and hazardous streams
Workplace	Regular working week of 48 hours, excluding overtime; one weekly off; no recruitment fees
Workplace	Health and safety committee; PPE at the company's expense
Workplace	Wages paid monthly, through the bank only
Workplace	Suggestion box for anonymous grievances, a grievance committee and an open-door policy
Conduct	No personal gain from a role in the company; business ethics and anti-bribery commitments

Table 9.3

External audit results, November 2023 and November 2025

AUDIT AND AREA	NOVEMBER 2023	NOVEMBER 2025	AUDITOR AND DATES
amfori BSCI full monitoring audit, overall rating	B	A	TUV Rheinland, 8 and 9 November 2023; 18 to 22 November 2025
Performance area 1: Social management system	C	B	TUV Rheinland
Performance area 2: Workers involvement and protection	C	B	TUV Rheinland
Performance area 3: Freedom of association and collective bargaining	A	A	TUV Rheinland
Performance area 4: No discrimination, violence or harassment	A	A	TUV Rheinland
Performance area 5: Fair remuneration	A	A	TUV Rheinland
Performance area 6: Decent working hours	A	A	TUV Rheinland
Performance area 7: Occupational health and safety	B	A	TUV Rheinland
Performance area 8: No child labour	A	A	TUV Rheinland
Performance area 9: Special protection for young workers	A	A	TUV Rheinland
Performance area 10: No precarious employment	A	A	TUV Rheinland
Performance area 11: No bonded, forced labour or human trafficking	A	A	TUV Rheinland
Performance area 12: Protection of the environment	A	A	TUV Rheinland
Performance area 13: Ethical business behaviour	A	A	TUV Rheinland

Ratings run on a scale from A to E. The SMETA 4-pillar audit by TUV Rheinland on 20 to 21 November 2025 raised 3 non-conformances, all under safe and hygienic working conditions: 1 on the use of personal protective equipment, 1 on chemical labelling and 1 on the risk assessment of chemicals. All 3 were closed on 30 March 2026. The stores assessment was revised in March 2026 to cover chemical storage and handling.

Figure 13

The November 2025 amfori BSCI audit rated us A overall, with each area rated A or B.

amfori BSCI rating by area, November 2023 and November 2025



No area was rated below C in either audit.

Source: Table 9.3.

10

Strategy, pillars and objectives

This report groups our 12 material topics into four pillars and sets them beside our three social objectives.

GRI 2-22, 2-23, 3-3 | NGRBC Principles 1, 3, 6

10.1 Our direction

Commitments and system

Our direction for FY 2025-26 comes from our social commitments. We tie our footwear to the safety and comfort of the wearer, we commit to meet every requirement of our social standard, the law and international instruments, and we commit to raise customer satisfaction through continual improvement of our systems and processes (Section 2). Top management defines our social commitments and objectives, and accountability for compliance rests with senior management. Our social management system follows SA8000 and is our map for sustained compliance and continual improvement of social performance.

10.2 Social objectives

Three objectives

We set three social objectives: legal compliance, continual improvement of our social performance rating, and health and safety. Table 10.1 sets beside each objective its indicator and the way we put it in force, and Section 31 reports their position for FY 2025-26.

The rating objective is measured by internal assessment and independent evaluation. TUV Rheinland rated our site A overall in its amfori BSCI full monitoring audit of November 2025, and Section 9 gives the area ratings.

10.3 Four pillars

How the pillars are grouped

This report groups our 12 material topics into four pillars (Table 10.2). Each pillar names its topics and the sections that report it.

Safe and fair work

The first pillar covers health and safety, labour rights, employment practices and learning. We appoint every worker above 18 years, and we planned training sessions on each of these subjects through the year.

Responsible materials and suppliers

The second pillar starts from what goes into our footwear. Pairs produced came to 1,333,385 in FY 2022-23, 1,409,038 in FY 2023-24, 1,384,451 in FY 2024-25 and 1,446,865 in FY 2025-26. We engage business partners only after they commit in writing to our social principles, and we evaluate manufacturers against social compliance requirements, including those of amfori BSCI and ETI.

Energy, climate and water

The third pillar rests on our own 400 kW rooftop solar plant, which supplied 479,652.8 kWh in FY 2025-26. Our energy and water steps for FY 2025-26 were LED lighting, efficient motors, drives and compressors, and rainwater harvesting.

Safe products and sound conduct

Under the fourth pillar, we tie our products to the safety and comfort of the wearer and to customer satisfaction. The pillar also holds our ethics and community topics, which rest on our rules on conflict of interest, our anti-bribery commitments and on the grievance procedure that Section 12 describes.

Figure 14

Four pillars group our material topics, and each pillar rests on its own evidence.

Pillars and their material topics, FY 2025-26.

Pillar Safe and fair work Occupational health, safety and dignity; labour and human rights; employment practices, wages and equal opportunity; learning and skills	Pillar Responsible materials and suppliers Chemicals, materials and hazardous waste; responsible supply chain	Pillar Energy, climate and water Climate change and energy; air emissions and noise; water and effluent	Pillar Safe products and sound conduct Product health and safety; ethics, integrity and information security; community impact
--	---	---	--

Source: Table 10.2.

Table 10.1

Social objectives, indicators and how we put them in force

SOCIAL OBJECTIVE	MEASURABLE INDICATOR	HOW WE PUT IT IN FORCE
Legal compliance	Timely submission of our statutory returns	We track the legal requirements that apply to us, with our licences, permits and compliance returns, under the management representative
Continual improvement of the social performance rating	Rating score of internal assessment and independent evaluation	Internal audits facilitated by the social performance team; management review once in six months
Health and safety	Adherence to all health and safety requirements; reduction in accidents, injuries and near misses	Health and safety committee; risk assessment on the impact and probability matrix; review of the trend of injuries, accidents, incidents and near misses at defined intervals

Table 10.2

Pillars and material topics, FY 2025-26

PILLAR	MATERIAL TOPICS	REPORTED IN
Safe and fair work	Occupational health, safety and dignity; labour and human rights; employment practices, wages and equal opportunity; learning and skills	Our people; Health, safety and wellbeing; Learning and skills; Human rights and labour practices
Responsible materials and suppliers	Chemicals, materials and hazardous waste; responsible supply chain	Materials, waste and circularity; Responsible supply chain
Energy, climate and water	Climate change and energy; air emissions and noise; water and effluent	Energy and climate; Water, air and the working environment
Safe products and sound conduct	Product health and safety; ethics, integrity and information security; community impact	Safety footwear, quality and customers; Ethics, integrity and information security; Community

The third pillar rests on our own 400 kW rooftop solar plant, which supplied 479,652.8 kWh in FY 2025-26.

11

How we create value

Our value chain drew on 1,644,758.3, 1,768,139.2, 1,731,254.0 and 1,833,445 kWh of grid electricity from FY 2022-23 to FY 2025-26.

GRI 2-6, 301-1 | NGRBC Principles 2, 6

11.1 Purpose and product

Product and purpose

Safety footwear is protective equipment, so its performance matters to the person who wears it at work. We commit to deliver safety and comfort footwear at an affordable price while safeguarding the interests of everyone involved in making it, and to raise customer satisfaction through continual improvement.

11.2 What we draw on

Materials, energy and water

We draw on grid and rooftop solar electricity, PU, diesel for three standby generator sets of 62.5 kVA, 380 kVA and 400 kVA, LPG for the canteen and CNG for our two tempos. Our groundwater comes through a metered borewell. Table 11.1 gives the quantity of each by stage of our value chain, for FY 2022-23 to FY 2025-26.

11.3 How we make it

From cutting to dispatch

Our materials pass from cutting through closing, lasting, Desma injection moulding and finishing to packing and dispatch, on the machine lines that Section 7 lists. We do no work outside the factory.

How we source

We buy raw materials and consumable items from manufacturers and traders. A business partner is engaged only after it commits in writing to our social principles. We track the new partners engaged in each financial year, and we evaluate existing partners periodically.

11.4 What we return

Wages and conditions

We pay wages under the Minimum Wages Act, 1948, or as the state notifies for leather products manufacturing, and we aim to meet basic needs with some discretionary income. In March 2026, by the SA8000 method, we found the basic needs wage per worker for our area, for a family of five with two earners and including 10% discretionary income, to be below our lowest wage (Section 19). We explain the wage structure at appointment, issue salary slips and pay wages monthly through the bank. The amfori BSCI audit of November 2025 rated fair remuneration and decent working hours A.

What leaves the site

Paper and carton leave the site on dated dispatches, paper at 945 kg in FY 2022-23, 998 in FY 2023-24, 970 in FY 2024-25 and 1,025 in FY 2025-26 and carton at 2,270 kg in FY 2022-23, 2,399 in FY 2023-24, 2,396 in FY 2024-25 and 2,463 in FY 2025-26, alongside leather cuttings and the hazardous streams. Our domestic wastewater goes to the common sewage line. Table 11.2 sets each stage of the chain beside the controls we apply to it.

Figure 15

Our value chain runs through five stages, and each stage carries its own controls.

Stages of the value chain and resources drawn on, FY 2025-26.

Stages and the controls we apply to each

Stage one Sourcing	Stage two Manufacturing	Stage three People	Stage four Packing and dispatch	Stage five Waste and wastewater
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Resources drawn on, FY 2025-26

Manufacturing Grid electricity 1,833,445 kWh	Manufacturing Rooftop solar electricity 479,652.8 kWh	Manufacturing PU used in production 670,638.84 kg	Power supply Diesel used by the 62.5 kVA, 380 kVA and 400 kVA standby generator sets 35,593.85 litres
Canteen LPG 1.01 t	Transport CNG for our two tempos 2.22 t	Site Groundwater drawn through the borewell meter 375 KL	

Source: Tables 11.1 and 11.2.

Table 11.1

Resources drawn on, by stage, FY 2022-23 to FY 2025-26

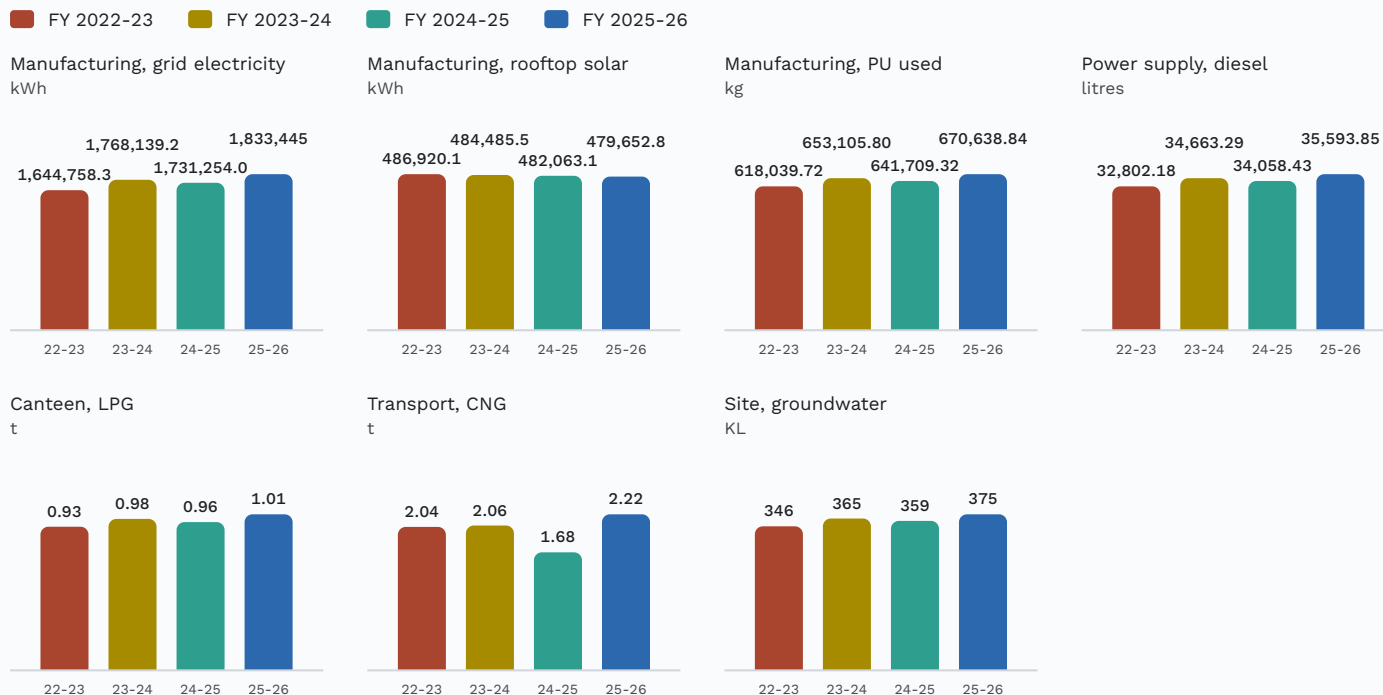
STAGE	RESOURCE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Manufacturing	Grid electricity	kWh	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445
Manufacturing	Rooftop solar electricity	kWh	486,920.1	484,485.5	482,063.1	479,652.8
Manufacturing	PU used in production	kg	618,039.72	653,105.80	641,709.32	670,638.84
Power supply	Diesel used by the 62.5 kVA, 380 kVA and 400 kVA standby generator sets	litres	32,802.18	34,663.29	34,058.43	35,593.85
Canteen	LPG	t	0.93	0.98	0.96	1.01
Transport	CNG for our two tempos	t	2.04	2.06	1.68	2.22
Site	Groundwater drawn through the borewell meter	KL	346	365	359	375



Figure 16

Each resource is set out by stage for the four years, with solar at 479,652.8 kWh in FY 2025-26.

Resources by stage, FY 2022-23 to FY 2025-26



Each panel has its own scale and starts at zero.

Source: Table 11.1.

Table 11.2

Value chain stages and the controls we apply

STAGE	WHAT HAPPENS	CONTROLS WE APPLY
Sourcing	Raw materials and consumable items bought from manufacturers and traders	Partners engaged only after they commit in writing to our social principles; manufacturers evaluated against social compliance requirements; new business partners tracked for each financial year
Manufacturing	Cutting, preparation, fitter, lasting, Desma injection moulding and finishing at our plots in EPIP Shastripuram, Agra; no work done outside the factory	Health and safety committee; risk assessment on the impact and probability matrix; PPE at the company's expense
People	Work under a regular week of 48 hours, excluding overtime, with one weekly off; wages paid monthly through the bank	Minimum Wages Act, 1948; wage structure explained at appointment; salary slips issued; no wage deductions for discipline
Packing and dispatch	Finished safety footwear packed and dispatched	Our commitment to customer satisfaction through continual improvement
Waste and wastewater	Dated dispatches of paper, carton, leather cuttings and hazardous streams; domestic wastewater to the common sewage line	Each stream leaves the site on a dated dispatch

12

Listening to our stakeholders

Our works committee has 14 members, 7 from management and 7 workers, and meets once in 3 months.

GRI 2-16, 2-26, 2-29 | NGRBC Principle 4

12.1 Who we engage

Our stakeholder groups

We engage our workers and their elected representatives, the heads of department, and business partners, meaning suppliers, contractors and service providers. We also engage external auditors, government and legal bodies, and interested parties who ask for our social commitments.

Each forum writes down its decisions, and any worker may raise a suggestion or complaint. Table 12.1 sets out each group with its channel and its frequency.

12.2 Channels for workers

Elected representatives

Workers elect their representatives, and we protect those representatives from discrimination, harassment, intimidation or retaliation and give them access to their members at work. They carry social matters to senior management and raise awareness of them among workers. There is no trade union at the site, and the worker representatives were elected on 15 April 2025.

Works committee

Our works committee has 14 members, 7 from management and 7 workers, and it meets once in 3 months; at the November 2025 audit, its latest meeting was on 7 November 2025.

Health and safety committee

Our health and safety committee has 14 members, management representatives and workers in balance, and the workers appoint their own representatives. It also meets once in 3 months, and at the November 2025 audit its latest meeting was on 7 November 2025. Its decisions go to all personnel, and its members are trained and retrained periodically.

Our social performance team has 8 members, with balanced worker and management representation, and its worker members are chosen freely by workers. It conducts written risk assessments in meaningful consultation with interested parties, facilitates internal audits and holds periodic meetings. A canteen committee of 8 members sits beside these forums. The worker representative also sits on the management review, whose cycle Section 5 gives, and Table 12.2 sets out each forum.

12.3 Raising concerns

Grievance procedure

Our grievance procedure is confidential, unbiased, non-retaliatory and open to personnel and interested parties. It covers comments, recommendations, reports and complaints about the workplace or about our social requirements. The procedure runs through investigation, follow-up and communication of the outcome, and its results are freely available to all personnel and to interested parties on request.

Channels in use

Workers and suppliers can raise a grievance through an anonymous suggestion box, the works committee, the grievance committee of 6 members or an open-door policy. A separate internal complaints committee of 6 members, including an external member from a non-governmental organisation, handles complaints of sexual harassment, and its annual return is dated 10 February 2025. In the 12 months to the November 2025 TUV Rheinland audit, 0 grievances were raised and 0 resolved, and the workers interviewed raised no significant concern.

No retaliation

We bar any discipline, dismissal or discrimination against a person or interested party who gives information on our social compliance or makes a workplace complaint.

Figure 17

We run eight forums for workers and management, and four of them meet once in 3 months.

Forums for workers and management, FY 2025-26.

Once in 3 months Works committee Carries communication between workers and management	Once in 3 months Health and safety committee Health and safety conditions at work	Once in 3 months Grievance committee Handles work-related grievances	Once in 3 months Internal complaints committee Handles complaints of sexual harassment
In place in FY 2025-26 Canteen committee Canteen matters	Periodic progress meetings Social performance team Written risk assessments of our social requirements	Once in six months Management review Reviews our social commitments, practices and performance	On any issue workers raise Worker representatives Communication with senior management on social matters

Source: Table 12.2.

Table 12.1

Stakeholders and how we engage them

STAKEHOLDER GROUP	HOW WE ENGAGE	FREQUENCY OR TRIGGER
Workers and their representatives	Freely elected worker representatives; works committee; social performance team; health and safety committee; grievance committee; canteen committee; anonymous suggestion box	Works committee once in 3 months; management review once in six months; team term of 30 months
Heads of department	Management review with the management representative	Once in six months
Business partners	Written commitment to our social principles; periodic evaluation; help with corrective action	Before engagement, then periodically
External auditors	Full cooperation at announced and unannounced audits	At each announced or unannounced audit; TUV Rheinland in November 2025
Government and legal bodies	Liaison by the management representative on legal requirements	As the law requires
Interested parties	We publish our social commitments on our website and give them on request; the grievance procedure is open to them	On request

Table 12.2

Committees and forums for workers and management

FORUM	WHO SITS ON IT	WHAT IT DOES	MEETS
Works committee	14 members, 7 from management and 7 workers elected on 15 April 2025	Carries communication between workers and management; takes complaints and suggestions	Once in 3 months; at the November 2025 audit, the latest meeting was on 7 November 2025
Health and safety committee	14 members, management representatives and workers in balance; workers appoint their representatives; a safety committee is formed as the factory rules require	Health and safety conditions at work; reviews inspection checks and tours the premises; decisions communicated to all personnel; members trained and retrained periodically	Once in 3 months; at the November 2025 audit, the latest meeting was on 7 November 2025

Table 12.2 continues on the next page

Table 12.2, continued

FORUM	WHO SITS ON IT	WHAT IT DOES	MEETS
Grievance committee	6 members, from management and workers	Handles work-related grievances	Once in 3 months; at the November 2025 audit, the latest meeting was on 9 September 2025
Internal complaints committee	6 members, including an external member from a non-governmental organisation	Handles complaints of sexual harassment	Once in 3 months; at the November 2025 audit, the latest meeting was on 9 November 2025
Canteen committee	8 members	Canteen matters	In place in FY 2025-26
Social performance team	8 members; balanced worker and management representation; worker members freely chosen by workers; tenure of 30 months	Written risk assessments of our social requirements; monitoring; internal audits	Periodic progress meetings
Management review	All heads of department, the worker representative, and the social performance team, health and safety and management representatives	Reviews our social commitments, practices and performance; agenda sent in advance; decisions written down	Once in six months
Worker representatives	Freely elected by workers	Communication with senior management on social matters; awareness among workers	On any issue workers raise

12.4 Business partners, auditors and the public

Business partners

We communicate our requirements to the senior leadership of suppliers, and each partner commits in writing to our social principles before we engage it. That commitment covers child labour, forced labour, health and safety, freedom of association, collective bargaining, discrimination, disciplinary practices, working hours, remuneration and the environment, and it asks the supplier to pass the principles to its own suppliers. The amfori BSCI audit found the commitment in place for raw material suppliers and not yet taken from all 30 labour contractors and 4 service providers. Section 24 sets out how we evaluate partners and help them correct a non-conformance.

We cooperate fully with external auditors at announced and unannounced audits. TUV Rheinland audited the site in November 2025 on a semi-an-

nounced basis, and our management representative handles outside communication with interested parties and liaison with government and legal bodies.

Training sessions in 2025

We planned grievance handling sessions for all staff on 28 May, 22 August and 20 November 2025, and an awareness session on worker representatives and committees on 29 November 2025. Table 12.3 lists these and the other related sessions with their planned dates.

12.5 The works committee meeting of March 2025

What the meeting recorded

The works committee met on 5 March 2025, before FY 2025-26 began. Table 12.4 gives the attendance and the complaints and suggestions raised, and both figures print as they stood at that meeting.

Workers and suppliers can raise a grievance through an anonymous suggestion box, the works committee, the grievance committee of 6 members or an open-door policy.

Table 12.3

Training sessions we planned for April to December 2025

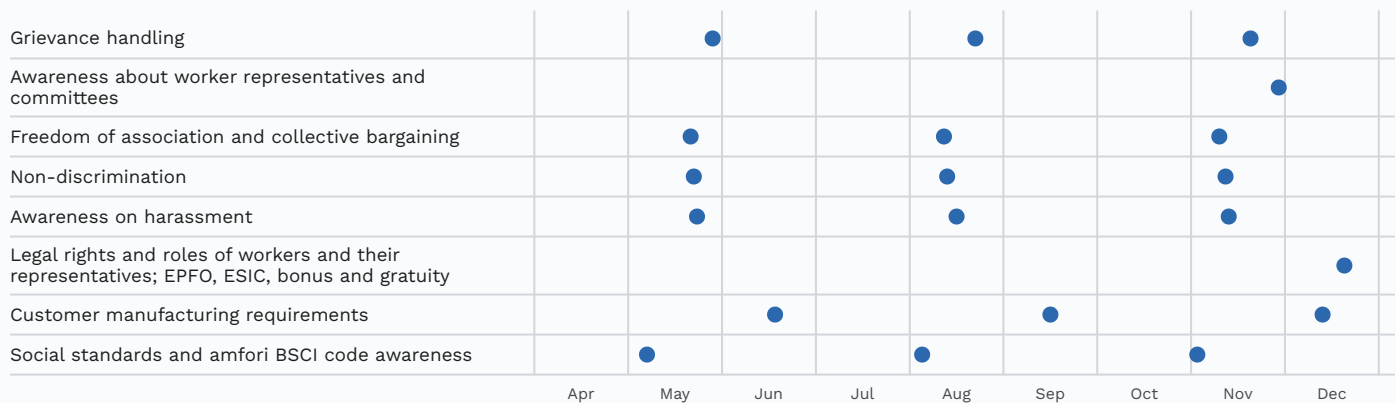
SESSION	PLANNED DATES	AUDIENCE
Grievance handling	28 May, 22 August and 20 November 2025	All
Awareness about worker representatives and committees	29 November 2025	All
Freedom of association and collective bargaining	21 May, 12 August and 10 November 2025	All
Non-discrimination	22 May, 13 August and 12 November 2025	All
Awareness on harassment	23 May, 16 August and 13 November 2025	All
Legal rights and roles of workers and their representatives; EPFO, ESIC, bonus and gratuity	20 December 2025	All
Customer manufacturing requirements	18 June, 16 September and 13 December 2025	All
Social standards and amfori BSCI code awareness	7 May, 5 August and 3 November 2025	Core team

We planned these sessions across calendar 2025. The table prints the planned dates from April to December 2025, the months that fall in FY 2025-26.

Figure 18

We planned eight training sessions on social standards for May to December 2025.

Planned training dates, April to December 2025.



Source: Table 12.3.

Table 12.4

Works committee meeting of 5 March 2025

MEASURE	UNIT	5 MARCH 2025
Attendees	attendees	15
Complaints or suggestions raised	complaints or suggestions	0

13

What matters most: materiality

We rank 12 material topics in three tiers, with four Core topics led by occupational health and safety.

GRI 3-1, 3-2 | NGRBC Principle 4

13.1 How we assessed materiality

A management assessment

We ranked 12 material topics for FY 2025-26 in three tiers: four Core, six Manage and two Monitor. The ranking is a management assessment informed by our own measurements and practices. No stakeholder survey, panel, interview round or workshop took place, and no external party validated the list. The topic list comes from this assessment.

The lens is impact materiality under GRI 3: the actual and potential, negative and positive effects of our activities and business relationships on people and the environment. Each effect is weighed by its scale, its scope and how hard the harm is to remedy. Human rights topics are weighed by severity alone, never by likelihood.

What the assessment rests on

The assessment rests on our FY 2025-26 measurements, our social and labour practices and a desk review of safety footwear manufacture. Our measurements cover energy, emissions, water, waste and the dated work-zone readings. Our desk review covered the REACH restriction on chromium VI in leather and the topics that buyers and the law expect of a safety footwear maker.

13.2 Bands and tiers

Two readings

We made two readings separately, then set a tier. Both use ordered bands, and no numbered scale or formula is used. The impact band sets the tier: High is Core, Medium is Manage and Lower is Monitor.

The second reading records how strongly buyers, or the law governing the product, expect each topic. It orders our topics inside a tier and never moves a topic between tiers, so it shows where external expectation differs from impact (Table 13.1).

13.3 Our material topics

Core topics

Four topics carry high impact and high external expectation. They are occupational health, safety and dignity; labour and human rights, including contract labour; chemicals, materials and hazardous waste; and responsible supply chain. Supply chain is Core on the desk review, because our desk review names leather tanning as the upstream step with the heaviest chromium and effluent impact.

Our hazardous waste leaves on dated dispatches of used oil, waste chemical, contaminated rags, lamps, needles, e-waste and empty drums.

Manage topics

Six topics carry medium impact. They are climate change and energy; air emissions and noise; water and effluent; product health and safety; employment practices, wages and equal opportunity; and learning and skills. Climate, air and product safety sit a band higher on external expectation than on impact. Grid electricity gave 1,177.65 tCO₂e in FY 2022-23, 1,285.44 in FY 2023-24, 1,229.19 in FY 2024-25 and 1,301.75 in FY 2025-26, the larger part of our Scope 1 and 2 emissions in FY 2025-26, so it drives the climate topic.

Monitor topics

Ethics, integrity and information security sits at Monitor: at our scale, harm from corruption or data exposure reaches few people. The desk review names licence, inspection and customs touchpoints and buyer and worker data as the harm paths, and the topic carries a high external expectation, two bands above its impact. Community impact sits at Monitor, as our plots are on an industrial estate.

Biodiversity (GRI 304) was screened out. We make footwear on an industrial estate plot, and the upstream leather supply link sits under the responsible supply chain topic.

Figure 19

Our twelve material topics sort into four core, six manage and two monitor topics.

Material topics by tier, FY 2025-26.

Tier Core	Tier Manage	Tier Monitor
Topic 1 Occupational health, safety and dignity (dust, noise, fire)	Topic 5 Climate change and energy	Topic 11 Ethics, integrity and information security
Topic 2 Labour and human rights in our own operations and through contract labour	Topic 6 Air emissions and noise to the environment	Topic 12 Community impact
Topic 3 Chemicals, materials and hazardous waste	Topic 7 Water and effluent	
Topic 4 Responsible supply chain (leather, chemicals, outsourced work)	Topic 8 Product health and safety (footwear performance and restricted substances)	
	Topic 9 Employment practices, wages and equal opportunity	
	Topic 10 Learning and skills	

Source: Table 13.2.

Table 13.1

The two bands of the assessment

BAND	IMPACT (SETS THE TIER)	EXTERNAL EXPECTATION (ORDERS TOPICS WITHIN A TIER)
High	The activity can cause severe harm to health, rights or the environment, or the harm reaches many people, or it is hard to reverse; the topic is Core	Expected by buyers or by the law governing the product
Medium	Real but bounded or reversible harm at our current scale; the topic is managed	Expected in part
Lower	Harm is not expected on the desk review and our own measurements; the topic is monitored	Little external pull

Table 13.2

Material topics by tier, FY 2025-26

NO.	MATERIAL TOPIC	TIER	IMPACT BAND	EXTERNAL EXPECTATION BAND
1	Occupational health, safety and dignity (dust, noise, fire)	Core	High	High
2	Labour and human rights in our own operations and through contract labour	Core	High	High
3	Chemicals, materials and hazardous waste	Core	High	High

Table 13.2 continues on the next page

Table 13.2, continued

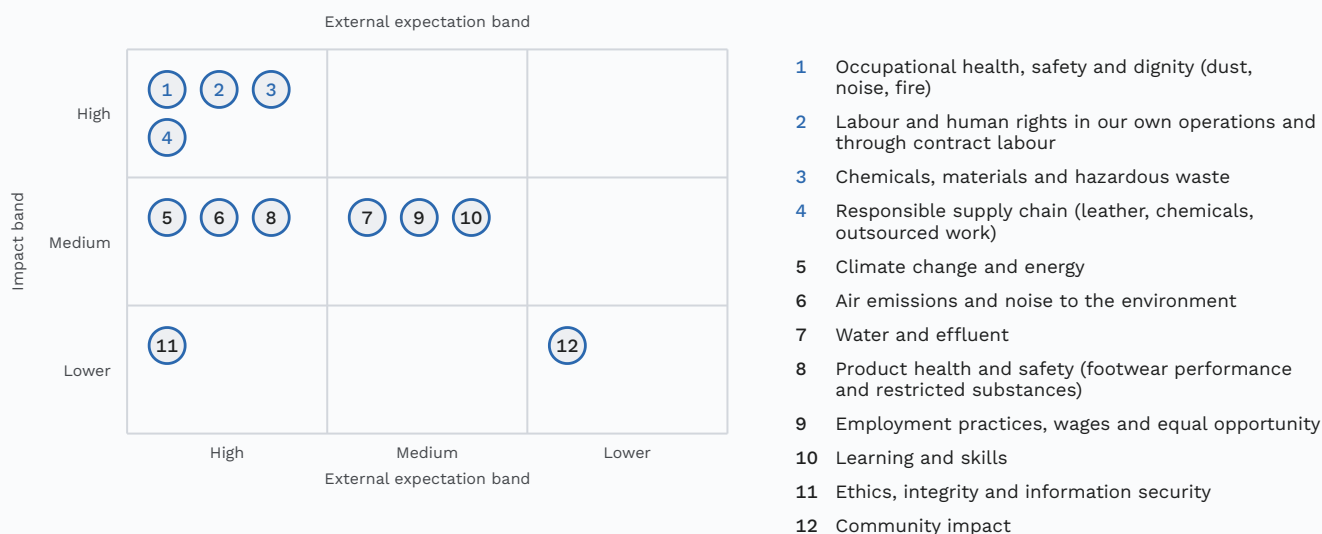
NO.	MATERIAL TOPIC	TIER	IMPACT BAND	EXTERNAL EXPECTATION BAND
4	Responsible supply chain (leather, chemicals, outsourced work)	Core	High	High
5	Climate change and energy	Manage	Medium	High
6	Air emissions and noise to the environment	Manage	Medium	High
7	Water and effluent	Manage	Medium	Medium
8	Product health and safety (footwear performance and restricted substances)	Manage	Medium	High
9	Employment practices, wages and equal opportunity	Manage	Medium	Medium
10	Learning and skills	Manage	Medium	Medium
11	Ethics, integrity and information security	Monitor	Lower	High
12	Community impact	Monitor	Lower	Lower

Biodiversity (GRI 304) was screened out: footwear is made on an industrial estate plot, and the upstream leather supply link sits under responsible supply chain.

Figure 20

Four of the twelve material topics sit in the highest impact band and the highest external expectation band.

Material topics by impact band and external expectation band, FY 2025-26.



Source: Table 13.2.

Table 13.3

GRI topic standards for each material topic

MATERIAL TOPIC	GRI TOPIC STANDARDS
Occupational health, safety and dignity	GRI 403-1 to 403-10
Labour and human rights	GRI 406; GRI 407; GRI 408; GRI 409; GRI 2-7, 2-8, 2-25, 2-26, 2-30
Chemicals, materials and hazardous waste	GRI 301; GRI 306-1 to 306-5

Table 13.3 continues on the next page

Table 13.3, continued

MATERIAL TOPIC	GRI TOPIC STANDARDS
Responsible supply chain	GRI 308; GRI 414; GRI 403-7
Climate change and energy	GRI 302; GRI 305-1 to 305-3; GRI 201-2
Air emissions and noise	GRI 305-6; GRI 305-7
Water and effluent	GRI 303-1 to 303-5
Product health and safety	GRI 416
Employment practices, wages and equal opportunity	GRI 202-1; GRI 401; GRI 405; GRI 2-7
Learning and skills	GRI 404
Ethics, integrity and information security	GRI 205; GRI 418; GRI 2-27
Community impact	GRI 413

13.4 Checks and the sector standard

Checks on the ranking

We ran three checks on the list. No topic carries a pair of bands whose reverse another topic carries,

and every tier follows from its impact band. No topic sits higher on impact than on external expectation, and Section 32 states the position on the GRI Sector Standard.

14

Risks, opportunities and climate resilience

Scope 2 emissions from grid electricity were 1,177.65, 1,285.44, 1,229.19 and 1,301.75 tCO₂e from FY 2022-23 to FY 2025-26.

GRI 2-25, 403-2 | NGRBC Principles 1, 3, 6

14.1 How we assess risk

How we rate risk

We rate each workplace hazard, whether physical, chemical, biological or environmental, for impact and for probability on four levels each. The risk level is the product of the two (Table 14.1), and each risk category carries the action we require (Table 14.2). We review the hazard identification and risk assessment each year. Section 20 sets out the method and the controls in full.

Social and supply chain risk

Our social performance team also carries out written risk assessments of our social requirements and recommends actions to senior management. Our due diligence covers suppliers, private employment agencies and sub-suppliers, and starts with an assessment of significant risks of non-conformance.

14.2 Principal risks and opportunities in FY 2025-26

Generator set noise

An external laboratory measured our three generator sets in March 2026. With the canopy closed, readings at 1.0 m were 71.9 to 72.8 dB(A), against the 75 dB(A) limit, so no set exceeded its limit. In December 2024 the closed-canopy readings at 1.0 m were 36.5 to 61.5 dB(A). Work-zone noise was 71.2 dB(A) in cutting and 72.4 dB(A) in the compressor room, against 90.0 dB(A). We provide PPE at the company's expense and survey noise levels.

Work-zone particulates

In March 2026 an external laboratory measured work-zone particulate matter at 0.62 to 1.16 mg/m³ across the cutting, bottom, preparation, fitter and Desma

areas, against 0.12 to 0.19 mg/m³ across the five work zones sampled in December 2024. Our risk method covers physical and chemical hazards, and we monitor air in the work zones.

Ambient air

An external laboratory sampled ambient air near the main gate in June 2025, December 2025 and March 2026. In December 2025, PM_{2.5} read 97.1 µg/m³ against the CPCB limit of 60 and PM₁₀ read 142.4 µg/m³ against 100, both above the limit. The June 2025 and March 2026 readings of both were within the limits (Table 35.25). In December 2024, PM_{2.5} read 58.7 µg/m³ and PM₁₀ 98.2 µg/m³, both within the limits.

Findings of the November 2025 audits

TUV Rheinland's SMETA audit raised 3 non-conformances, all under working conditions: one worker pasting without gloves, one chemical stored without a safety label, and a risk assessment that did not cover the chemical stores. The November 2025 audit found that the risk assessment did not cover chemicals; we revised it, and all 3 findings were closed on 30 March 2026. The stores risk assessment was revised in March 2026 to cover chemical storage and handling. The amfori BSCI audit rated every performance area A except social management and workers involvement, which it rated B. Table 14.3 gives the findings behind those two ratings.

Labour and supply chain

Labour rights in our own operations and social risk among business partners are Core topics in our materiality assessment. We answer them with age proof at appointment, a bar on recruitment fees and on retaining original documents, and due diligence on suppliers. Table 14.3 lists each principal risk and opportunity with what we found and the response we apply.

Figure 21

We track thirteen risks and opportunities, each with a response we apply.

Principal risks and opportunities, FY 2025-26.

Workplace health Generator set noise Closed-canopy readings at 1.0 m of 71.9 to 72.8 dB(A) at the three generator sets in March 2026, against the 75 dB(A) limit	Environment Ambient air near the main gate December 2025 PM2.5 of 97.1 µg/m3 against the CPCB limit of 60, and PM10 of 142.4 against 100	Workplace health Work-zone particulate matter Particulate matter of 0.62 to 1.16 mg/m3 at the cutting, bottom, preparation, fitter and Desma areas in March 2026	Workplace safety Fire and emergencies Fire safety sessions planned for 9 April, 7 July and 4 October 2025, and evacuation drills planned for 5 June, 3 September and 1 December 2025
Workplace safety Chemical storage and chemical risk assessment The SMETA audit of November 2025 found 1 chemical stored without a safety label near the main chemical store, and a risk assessment that did not cover chemical use and the chemical stores	Workplace health Use of PPE on the shop floor The SMETA audit found 1 worker pasting without gloves, closed on 30 March 2026	Human rights Labour rights in our own operations amfori BSCI rated freedom of association, non-discrimination, fair remuneration, decent working hours, child labour, young workers, precarious employment and forced labour A in both the November 2023 and the November 2025 audits	Supply chain Social commitments of contractors The amfori BSCI audit found written social commitment taken from raw material suppliers but not yet from all 30 labour contractors and 4 service providers
Human rights Awareness of the amfori BSCI code In the amfori BSCI audit, awareness of the code was not satisfactory among 12 of the 30 workers interviewed	Ethics Anti-bribery in risk assessment The amfori BSCI audit found that the risk assessments did not cover anti-bribery and anti-corruption	Climate transition Grid electricity emissions Scope 2 of 1,177.65, 1,285.44, 1,229.19 and 1,301.75 tCO ₂ e (FY 2022-23 to FY 2025-26), the larger part of Scope 1 and 2 in FY 2025-26	Climate opportunity Rooftop solar generation 479,652.8 kWh in FY 2025-26
Water Groundwater use 346, 365, 359 and 375 KL (FY 2022-23 to FY 2025-26) drawn through the borewell meter			

Source: Table 14.3.

Table 14.1

Risk rating matrix

IMPACT RATING	INJURY OUTCOME	PROBABILITY 1: ONCE IN 10 YEARS	PROBABILITY 2: ONCE IN 5 YEARS	PROBABILITY 3: ONCE A YEAR	PROBABILITY 4: ONCE A MONTH
1 Insignificant	First aid, no lost time	1	2	3	4
2 Minor	Medical or minor injury with up to 3 days lost time	2	4	6	8
3 Major	Fatality, partial impairment or major long-term absence	3	6	9	12
4 Catastrophic	Multiple fatality	4	8	12	16

The risk level is the impact rating multiplied by the probability rating, as our risk assessment sets it.

Table 14.2

Risk categories and the action each requires

RISK CATEGORY	RISK LEVEL	ACTION WE REQUIRE
Low	1 to 3	Acceptable risk, monitored regularly
Medium	4 to 6	Reduced as far as reasonably practicable
High	8 to 16	Risk reduced before the task can proceed

Figure 22

Our three risk levels run from low at 1 to 3 up to high at 8 to 16.

Risk levels and the range of ratings each covers.



Source: Table 14.2.

Table 14.3

Principal risks and opportunities, FY 2025-26

RISK OR OPPORTUNITY	TYPE	WHAT WE FOUND IN FY 2025-26, WITH THE DECEMBER 2024 ROUND WHERE RECORDED	RESPONSE WE APPLY
Generator set noise	Workplace health	Closed-canopy readings at 1.0 m of 71.9 to 72.8 dB(A) at the three generator sets in March 2026, against the 75 dB(A) limit; 71.2 dB(A) in cutting and 72.4 dB(A) in the compressor room, against 90.0 dB(A). In December 2024 the closed-canopy readings at 1.0 m were 36.5 to 61.5 dB(A)	PPE at the company's expense; noise level surveys
Ambient air near the main gate	Environment	December 2025 PM2.5 of 97.1 µg/m3 against the CPCB limit of 60, and PM10 of 142.4 against 100; June 2025 and March 2026 within the limits. In December 2024 PM2.5 read 58.7 µg/m3 and PM10 98.2, both within the limits	Sampling by an external laboratory in June 2025, December 2025 and March 2026
Work-zone particulate matter	Workplace health	Particulate matter of 0.62 to 1.16 mg/m3 at the cutting, bottom, preparation, fitter and Desma areas in March 2026; in December 2024 it was 0.12 to 0.19 mg/m3 across the five work zones sampled	Physical and chemical hazards covered in our risk method; PPE at the company's expense; air monitoring
Fire and emergencies	Workplace safety	Fire safety sessions planned for 9 April, 7 July and 4 October 2025, and evacuation drills planned for 5 June, 3 September and 1 December 2025; a fire evacuation drill was held on 23 August 2025	Checks of fire extinguishers, fire alarms, hydrants and emergency lights; emergency response arrangements
Chemical storage and chemical risk assessment	Workplace safety	The SMETA audit of November 2025 found 1 chemical stored without a safety label near the main chemical store, and a risk assessment that did not cover chemical use and the chemical stores; we revised the assessment and the finding was closed on 30 March 2026	Safety labels on all chemicals stored; chemical use and storage covered in the risk assessment
Use of PPE on the shop floor	Workplace health	The SMETA audit found 1 worker pasting without gloves, closed on 30 March 2026; the amfori BSCI audit observed workers without masks, gloves or goggles at skiving, pasting and rivet fixing	PPE at the company's expense; periodic training on PPE use

Table 14.3 continues on the next page

Table 14.3, continued

RISK OR OPPORTUNITY	TYPE	WHAT WE FOUND IN FY 2025-26, WITH THE DECEMBER 2024 ROUND WHERE RECORDED	RESPONSE WE APPLY
Labour rights in our own operations	Human rights	amfori BSCI rated freedom of association, non-discrimination, fair remuneration, decent working hours, child labour, young workers, precarious employment and forced labour A in both the November 2023 and the November 2025 audits	Age proof at appointment; workers appointed above 18 years; no recruitment fees; original documents never retained; written risk assessments by the social performance team
Social commitments of contractors	Supply chain	The amfori BSCI audit found written social commitment taken from raw material suppliers but not yet from all 30 labour contractors and 4 service providers	Written commitment before engagement; periodic evaluation; help with corrective action; supplier due diligence
Awareness of the amfori BSCI code	Human rights	In the amfori BSCI audit, awareness of the code was not satisfactory among 12 of the 30 workers interviewed	Code awareness sessions for the core team planned across 2025; training on harassment and non-discrimination planned for all staff
Anti-bribery in risk assessment	Ethics	The amfori BSCI audit found that the risk assessments did not cover anti-bribery and anti-corruption; anti-bribery training took place on 9 April 2025	Business ethics and anti-bribery commitments; training for sales, purchasing and logistics roles
Grid electricity emissions	Climate transition	Scope 2 of 1,177.65, 1,285.44, 1,229.19 and 1,301.75 tCO ₂ e (FY 2022-23 to FY 2025-26), the larger part of Scope 1 and 2 in FY 2025-26	Own 400 kW rooftop solar plant; LED lighting; efficient motors, drives and compressors
Rooftop solar generation	Climate opportunity	479,652.8 kWh in FY 2025-26; 22.84, 21.51, 21.78 and 20.74% (FY 2022-23 to FY 2025-26) of the electricity used	Plant owned by the company
Groundwater use	Water	346, 365, 359 and 375 KL (FY 2022-23 to FY 2025-26) drawn through the borewell meter	Rainwater harvesting in place; meter read each month; domestic wastewater to the common sewage line

14.3 Climate resilience

Transition exposure

Our Scope 1 and 2 emissions were 1,273.59 tCO₂e in FY 2022-23, 1,386.53 in FY 2023-24, 1,327.56 in FY 2024-25 and 1,405.86 in FY 2025-26. Grid electricity accounts for 1,177.65 tCO₂e in FY 2022-23, 1,285.44 in FY 2023-24, 1,229.19 in FY 2024-25 and 1,301.75 in FY 2025-26 of them, the larger part in FY 2025-26. Our exposure to the carbon content of power therefore sits mainly in the grid supply, and it moves with the grid emission factor.

Our own 400 kW rooftop solar plant supplied 486,920.1 kWh in FY 2022-23, 484,485.5 in FY 2023-24,

482,063.1 in FY 2024-25 and 479,652.8 in FY 2025-26. That is 22.84% in FY 2022-23, 21.51% in FY 2023-24, 21.78% in FY 2024-25 and 20.74% in FY 2025-26 of the electricity we used, which came to 2,131,678.4 kWh in FY 2022-23, 2,252,624.7 in FY 2023-24, 2,213,317.1 in FY 2024-25 and 2,313,097.8 in FY 2025-26.

Fuels and water

Diesel, LPG and CNG supplied 1,316.80 GJ in FY 2022-23, 1,386.47 in FY 2023-24, 1,346.15 in FY 2024-25 and 1,428.86 in FY 2025-26 of our energy, and Table 14.4 sets out the climate-related metrics for the four years. We draw groundwater through a metered borewell, with rainwater harvesting in place and domestic wastewater sent to the common sewage line.

With the canopy closed, readings at 1.0 m were 71.9 to 72.8 dB(A), against the 75 dB(A) limit, so no set exceeded its limit.

Table 14.4

Climate-related metrics, FY 2022-23 to FY 2025-26

METRIC	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1 emissions	tCO ₂ e	95.94	101.09	98.37	104.11
Scope 2 emissions, location-based	tCO ₂ e	1,177.65	1,285.44	1,229.19	1,301.75
Scope 1 and 2 emissions	tCO ₂ e	1,273.59	1,386.53	1,327.56	1,405.86
Electricity used, grid and rooftop solar	kWh	2,131,678.4	2,252,624.7	2,213,317.1	2,313,097.8
Rooftop solar share of electricity used	%	22.84	21.51	21.78	20.74
Energy from diesel, CNG and LPG	GJ	1,316.80	1,386.47	1,346.15	1,428.86

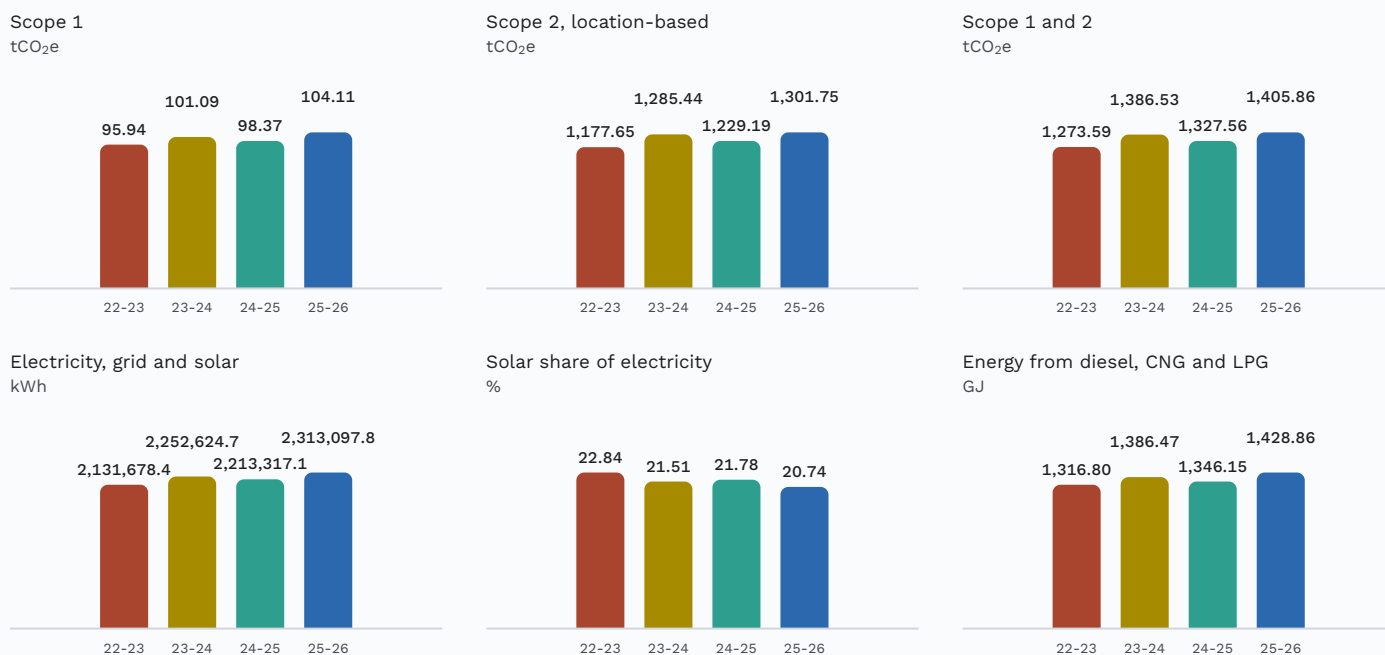
Shares are rounded to two decimals.

Figure 23

Scope 1 and 2 emissions came to 1,405.86 tCO₂e in FY 2025-26, the year of this report.

Emissions, electricity and fuel energy, FY 2022-23 to FY 2025-26

FY 2022-23 FY 2023-24 FY 2024-25 FY 2025-26



Each panel has its own scale and starts at zero.

Source: Table 14.4.

In December 2025, PM_{2.5} read 97.1 µg/m³ against the CPCB limit of 60 and PM₁₀ read 142.4 µg/m³ against 100, both above the limit.

15

Our policies

Our regular working week is 48 hours, excluding overtime, and the November 2025 amfori BSCI audit rated decent working hours A.

GRI 2-23, 2-24 | NGRBC Principles 1, 3, 5

15.1 Our commitments

Our social commitments

We commit to deliver safety and comfort footwear at an affordable price while safeguarding the interests of everyone involved in making it. We commit to meet all requirements of our social standard, the law and international instruments, and to raise customer satisfaction through continual improvement of our systems and processes. For each area we apply a defined practice and name the responsible functions.

Top management gives these commitments to personnel in all appropriate languages and displays them at locations across the factory. We also make them publicly available through our website and give them to interested parties on request.

Legal footing

We comply with local and national laws. Where laws, standards and our own practice address the same issue, we apply the provision most favourable to workers. We hold the working week within the Factories Act, 1948 and the U.P. Factory Rules, 1951, and we pay wages under the Minimum Wages Act, 1948 and the Payment of Wages Act, 1936.

15.2 What we commit to

Children and forced labour

We bar child labour under 15 years and appoint every worker above 18 years, with age proof taken at appointment. For a young worker, school, work and travel together stay within 10 hours a day. We never retain original documents or deposits, no worker bears any employment fee, and personnel may leave the premises after duty hours. The amfori BSCI audit of November 2025 rated child labour, young workers and forced labour A.

Health and safety

A senior management representative and a health and safety committee oversee health and safety at work,

as Section 20 sets out. We assess risk to new, expectant and nursing mothers, provide PPE at the company's expense, and give every person the right to leave imminent serious danger without seeking permission.

Association, equality and discipline

All personnel may form, join and organise trade unions and bargain collectively. We bar discrimination in hiring, pay, training, promotion, termination or retirement, hold diversity as a core value, and bar harassment, with a complaint system. We bar pregnancy and virginity tests, corporal punishment, coercion and verbal abuse.

Hours and pay

Our regular working week is 48 hours, excluding overtime, with one weekly off, and we capture the in and out time of every employee electronically. Overtime is voluntary, kept within legal limits and paid at 200% of standard wages. We pay wages monthly through the bank, give an annual bonus and provide transport for workers. The amfori BSCI audit rated fair remuneration and decent working hours A.

Conduct

No member of management or staff may take personal gain from a role in the company, and each person discloses personal interests in a pending matter and steps back from the decision. We communicate our business ethics and anti-bribery commitments to suppliers and subcontractors, and we train the roles most exposed to bribery risk. Table 15.1 gives each area with what we commit to and how we check it.

15.3 International standards we respect

International instruments

We commit to respect the principles of the ILO conventions, recommendations and code of practice that Table 15.2 names. We extend that respect to the UN declaration, covenants and conventions it names and to the UN Guiding Principles on Business and Human Rights.

Figure 24

Twelve policy areas set out what we commit to and how we check it.

Policy areas, FY 2025-26.

Child labour	Forced and compulsory labour	Health and safety	Freedom of association and collective bargaining
Discrimination and harassment	Disciplinary practices	Working hours	Wages and benefits
Risk assessment	Supply chain due diligence	Conflict of interest	Business ethics and anti-bribery

Source: Table 15.1.

Table 15.1

Policy areas and what we commit to

POLICY AREA	WHAT WE COMMIT TO	HOW WE CHECK IT
Child labour	No child labour under 15 years; workers appointed above 18 years; age proof at appointment; for a young worker, school, work and travel together within 10 hours a day; education financed where a child is found working	We check age at appointment, investigate any doubt and track remediation
Forced and compulsory labour	No forced, compulsory or prison labour; original documents and deposits never retained; no employment fees borne by workers; no human trafficking; freedom to leave after duty hours	We check the terms of each appointment
Health and safety	Safe and healthy workplace; risk assessed for new, expectant and nursing mothers; PPE at the company's expense; first aid and follow-up treatment; a senior management representative; a health and safety committee; training for new and reassigned personnel, after incidents and when new machinery arrives; free access to clean toilets, potable water, a lunch room and meal storage; the right to leave imminent serious danger	We check safety, fire extinguisher, fire alarm, housekeeping, emergency light, hydrant and first-aid box conditions; we monitor air, drinking water, noise and light levels; we record every accident and first-aid injury
Freedom of association and collective bargaining	The right to form, join and organise trade unions and to bargain collectively; freely elected worker representatives protected from retaliation	The works committee writes down its decisions; we record suggestions and complaints
Discrimination and harassment	Diversity as a core value; hiring from the widest possible pool of applicants; no discrimination in hiring, pay, training, promotion, termination or retirement; no harassment, with a complaint system; no pregnancy or virginity tests	We record complaints and suggestions and track corrective and preventive actions
Disciplinary practices	No corporal punishment, mental or physical coercion or verbal abuse; managers developed to resolve conflicts	We record complaints and track corrective actions
Working hours	A regular working week of 48 hours, excluding overtime; one weekly off; overtime voluntary, kept within legal limits and paid at 200% of standard wages; no work taken home	We capture the in and out time of every employee electronically
Wages and benefits	Wages at or above the legal minimum wage under the Minimum Wages Act, 1948 or the state notification for leather products manufacturing; basic needs met with some discretionary income; wage structure explained at appointment; wage slips issued; no deductions for discipline; the insurances and benefits the law requires; an annual bonus; transport for workers	We pay wages monthly through the bank and track each payment

Table 15.1 continues on the next page

Table 15.1, continued

POLICY AREA	WHAT WE COMMIT TO	HOW WE CHECK IT
Risk assessment	Impact and probability each rated 1 to 4; risk level their product; a hierarchy of control from elimination to PPE; reviewed each year	We track each assessed risk to its control
Supply chain due diligence	Business partners commit in writing to our social principles; manufacturers evaluated against social compliance requirements; periodic assessment and help with corrective action	We track approved business partners, their commitments, each assessment and each corrective action
Conflict of interest	No personal gain from a role in the company, directly or through family or associates; each person discloses personal interests in a pending matter and steps back from the discussion and decision; no use of client or donor lists for private solicitation; every new director is told of these rules; management reviews them each year	Each person discloses interests to management
Business ethics and anti-bribery	Business ethics and anti-bribery commitments; training for the roles with the greatest exposure to bribery risk, such as sales, purchasing and logistics; we communicate our commitments to suppliers and subcontractors, who acknowledge them	We take attendance at each training session and track acknowledgements from suppliers and subcontractors

Table 15.2

International instruments we commit to respect

INSTRUMENT	SUBJECT
ILO Convention 1	Hours of work in industry
ILO Recommendation 116	Reduction of hours of work
ILO Conventions 29 and 105	Forced labour and its abolition
ILO Convention 87	Freedom of association
ILO Convention 98	Right to organise and collective bargaining
ILO Conventions 100 and 111	Equal remuneration; discrimination in employment and occupation
ILO Convention 102	Minimum standards of social security
ILO Convention 131	Minimum wage fixing
ILO Convention 135	Workers' representatives
ILO Convention 138 and Recommendation 146	Minimum age
ILO Convention 155 and Recommendation 164	Occupational safety and health
ILO Convention 159	Vocational rehabilitation and employment of disabled persons
ILO Convention 169	Indigenous and tribal peoples
ILO Convention 177	Home work
ILO Convention 181	Private employment agencies
ILO Convention 182	Worst forms of child labour
ILO Convention 183	Maternity protection
ILO Code of Practice on HIV/AIDS and the World of Work	HIV and AIDS at work
Universal Declaration of Human Rights	Human rights
International Covenant on Economic, Social and Cultural Rights	Economic, social and cultural rights
International Covenant on Civil and Political Rights	Civil and political rights
UN Convention on the Rights of the Child	Rights of the child
UN Convention on the Elimination of All Forms of Discrimination Against Women	Equality for women
UN Convention on the Elimination of All Forms of Racial Discrimination	Racial equality
UN Guiding Principles on Business and Human Rights	Business responsibility to respect human rights

15.4 How we apply our commitments

Putting commitments to work

We communicate our social requirements through routine communications and train all personnel, informed by the results of risk assessment. The social performance team monitors compliance and facilitates internal audits once a year, and we track cor-

rective and preventive actions by time line, root cause and result.

The management review that Section 5 describes examines our commitments and their results once in six months, and TUV Rheinland audited our social practices in November 2025. For the environment, our steps in the year were LED lighting, efficient motors, drives and compressors, and rainwater harvesting.

Table 15.3
How we put our commitments into practice

MECHANISM	WHAT WE DO	FREQUENCY OR CHECK
Communication	We give our social commitments to personnel in all appropriate languages and display them, with the standard our system follows, at locations across the factory; requirements are shared through routine communications	Notices and internal memos on social requirements
Public availability	Our social commitments are publicly available through our website and given to interested parties on request	Website; requests from interested parties
Training	Training for all personnel, informed by risk assessment results, with its effectiveness measured periodically	We take attendance at each session; sessions planned across 2025
Monitoring and internal audit	The social performance team monitors compliance and facilitates internal audits once a year	We track each audit finding to closure
External audit	TUV Rheinland audited the site under SMETA and amfori BSCI; findings go to corrective action	November 2025; all 3 SMETA non-conformances closed on 30 March 2026
Corrective and preventive action	Prompt action with adequate resources, tracked by time line, non-conformance, root cause, action and result	We track each action to its result
Management review	Review of our social commitments, practices and performance results with heads of department and worker, team and safety representatives	Once in six months; decisions written down
Reporting to management	The management representative reports on the performance of the social management system and the changes it needs	Once in six months
Legal compliance	We track the legal requirements that apply to us, with our licences, permits and compliance returns	Kept up to date by the management representative



16

Energy and climate

We used 9,756.02 GJ of energy in FY 2025-26, and our Scope 1 and 2 emissions were 1,405.86 tCO_{2e}.

GRI 302, 305 | NGRBC Principle 6

16.1 Energy use by source

Energy by source

Our energy comes from grid electricity, our own 400 kW rooftop solar plant, diesel for our generator sets, LPG for the canteen and CNG for our two tempos. We used 9,756.02 GJ of energy in FY 2025-26, and grid electricity supplied 6,600.40 GJ of it. Energy within the company was 8,990.84 GJ in FY 2022-23, 9,495.92 GJ in FY 2023-24 and 9,314.10 GJ in FY 2024-25. Our rooftop solar plant supplied 1,726.75 GJ in FY 2025-26 and the three fuels 1,428.86 GJ in FY 2025-26, led by diesel at 1,274.74 GJ, with CNG at 106.50 GJ and canteen LPG at 47.63 GJ. Table 16.1 gives each source for the four years, with its share of the FY 2025-26 total.

Electricity is converted at 0.0036 GJ per kWh and each fuel at its net calorific value, and Appendix B lists each value with its source and edition.

Renewable share

Solar electricity from our own plant is the renewable energy we generate ourselves. Its 479,652.8 kWh met 20.74% of the 2,313,097.8 kWh of electricity we used in FY 2025-26, and 17.70% of all the energy we used. Grid electricity and the three fuels supplied the remainder.

16.2 Grid and solar electricity

Electricity by year

Grid electricity was 1,644,758.3 kWh in FY 2022-23, 1,768,139.2 kWh in FY 2023-24, 1,731,254.0 kWh in FY 2024-25 and 1,833,445 kWh in FY 2025-26, when it supplied part of the 2,313,097.8 kWh we used. Our rooftop solar plant gave 486,920.1 kWh in FY 2022-23, 484,485.5 kWh in FY 2023-24, 482,063.1 kWh in FY 2024-25 and 479,652.8 kWh in FY 2025-26. The solar share of the electricity we used was 22.84% in FY 2022-23, 21.51% in FY 2023-24, 21.78% in FY 2024-25 and 20.74% in FY 2025-26. Table 16.2 sets the four years side by side.

Grid electricity by month

Grid electricity was highest in August in FY 2025-26, at 183,740 kWh, and lowest in May, at 118,315 kWh. Table 16.3 gives every month.

Solar electricity by month

Solar electricity was highest in April and May of FY 2025-26, at 53,013.5 kWh and 53,225.5 kWh, and lowest in February, at 26,281.9 kWh (Table 16.4).

Total electricity by month

Electricity used peaked in August in FY 2025-26, at 224,578.1 kWh, the month of the highest grid draw (Table 16.5).

The solar share in FY 2025-26

In FY 2025-26 solar electricity met 29.83% and 31.03% of the electricity we used in April and May 2025, and its share was 12.96% in February 2026. The monthly mean was 152,787.08 kWh of grid electricity and 39,971.07 kWh of solar electricity, 192,758.15 kWh in all (Table 16.6).

16.3 Fuels for generator sets, canteen and tempos

Generator sets

We keep three diesel generator sets, of 62.5 kVA, 380 kVA and 400 kVA, for standby use only. Diesel used by the generator sets was 32,802.18 litres in FY 2022-23, 34,663.29 litres in FY 2023-24, 34,058.43 litres in FY 2024-25 and 35,593.85 litres in FY 2025-26, and in FY 2025-26 it gave 1,274.74 GJ of energy and 94.77 tCO_{2e} of Scope 1 emissions. Diesel supplied 13.07% of the energy we used, the largest share of any fuel. We may burn low sulphur diesel only in these sets, and Section 17 gives the conditions for their stacks and their noise readings. Table 16.7 sets diesel, canteen LPG and the CNG for our two tempos beside each other for the four years.

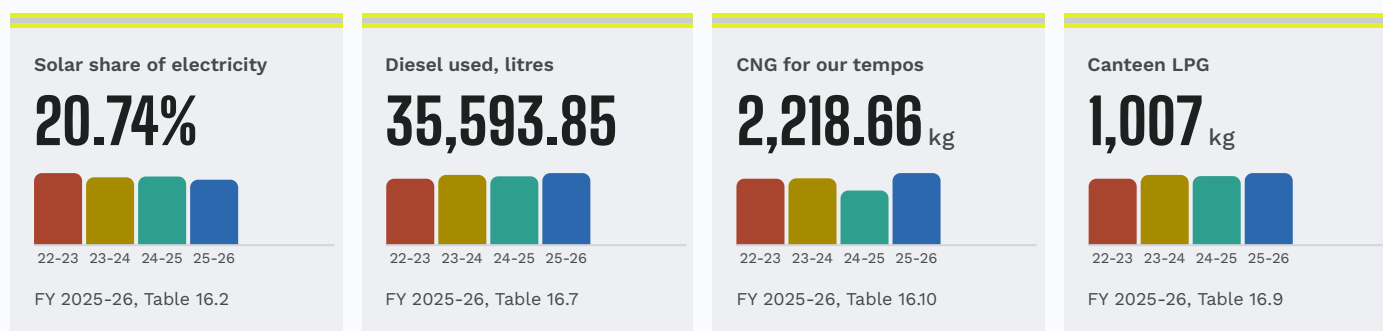


Figure 25

Energy within the company and Scope 1 and 2 emissions are set out for each of the four years.

Energy, grid and solar electricity, diesel and emissions, FY 2022-23 to FY 2025-26.

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Energy within the company GJ	8,990.84	9,495.92	9,314.10	9,756.02
Grid electricity kWh	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445
Rooftop solar electricity kWh	486,920.1	484,485.5	482,063.1	479,652.8
Diesel, generator sets litres	32,802.18	34,663.29	34,058.43	35,593.85
Scope 1 and 2 emissions tCO ₂ e	1,273.59	1,386.53	1,327.56	1,405.86

Each row is on its own scale. Tables 16.1, 16.7, 16.12 and 16.2 give each year.

Source: Tables 16.1, 16.7, 16.12 and 16.2.

Table 16.1

Energy use by source, FY 2022-23 to FY 2025-26

MEASURE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	SHARE OF TOTAL ENERGY, FY 2025-26
Grid electricity (GJ)	5,921.13	6,365.30	6,232.51	6,600.40	67.65%
Rooftop solar electricity (GJ)	1,752.91	1,744.15	1,735.43	1,726.75	17.70%
Diesel, generator sets (GJ)	1,174.76	1,241.41	1,219.75	1,274.74	13.07%
CNG, two tempos (GJ)	98.14	98.67	80.83	106.50	1.09%
LPG, canteen (GJ)	43.90	46.39	45.58	47.63	0.49%
Energy within the company (GJ)	8,990.84	9,495.92	9,314.10	9,756.02	All sources

Totals are summed before rounding, so parts and totals may differ in the second decimal place. Shares are rounded to two decimals and may not add to 100.00%.

Running hours

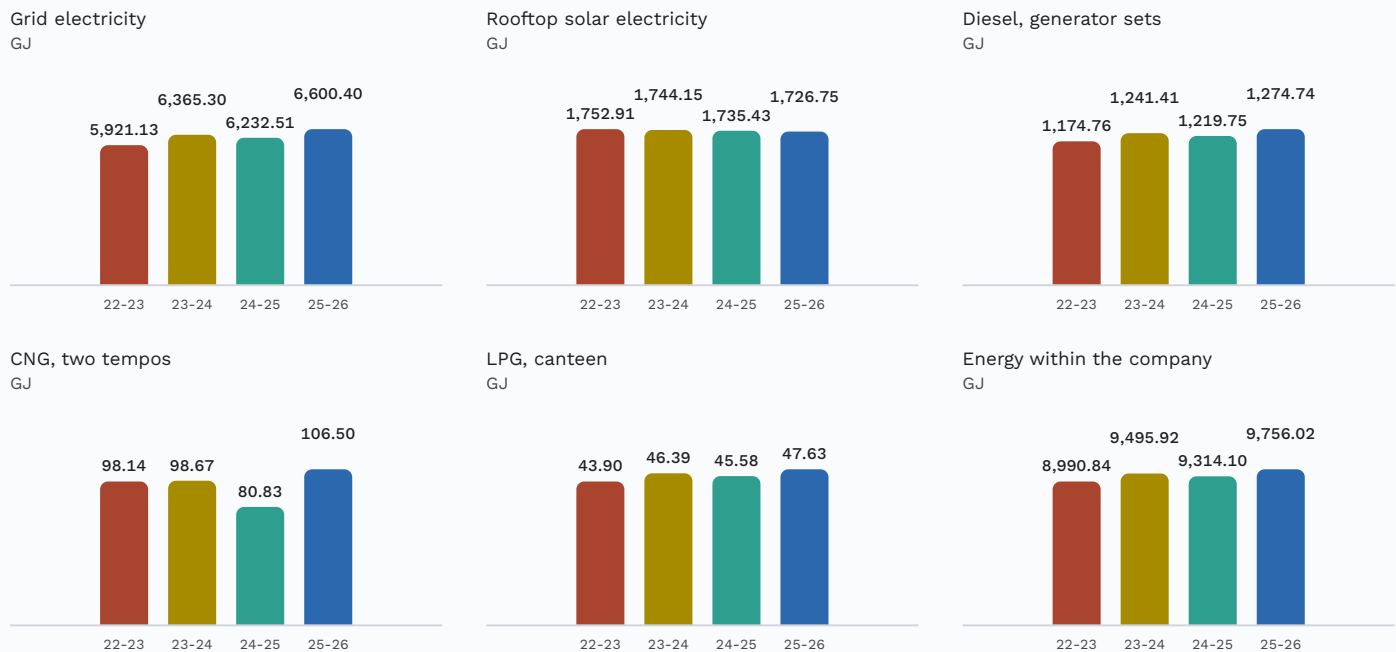
We record the hours each set ran in each month of FY 2025-26. The 400 kVA set ran 411 hours over the

year and the 380 kVA set 268 hours, with both running every month and the most hours falling in May 2025. The 62.5 kVA set ran 17 hours, in June and December 2025 and March 2026 (Table 16.8).

Figure 26

Energy within the company came to 9,756.02 GJ in FY 2025-26, the year of this report.

Energy by source and in all, GJ, FY 2022-23 to FY 2025-26.

■ FY 2022-23 ■ FY 2023-24 ■ FY 2024-25 ■ FY 2025-26


Each panel has its own scale, in GJ.

Source: Table 16.1.

Table 16.2

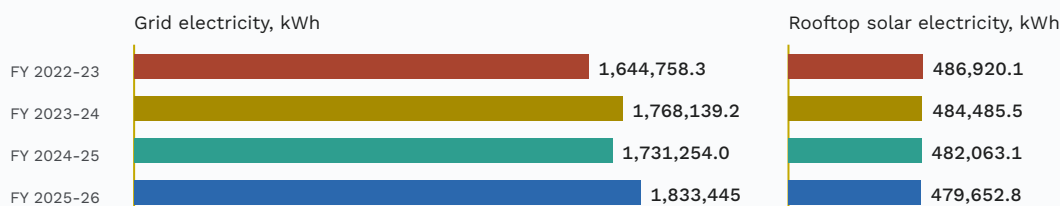
Grid and solar electricity, FY 2022-23 to FY 2025-26

MEASURE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Grid electricity (kWh)	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445
Rooftop solar electricity (kWh)	486,920.1	484,485.5	482,063.1	479,652.8
Electricity used (kWh)	2,131,678.4	2,252,624.7	2,213,317.1	2,313,097.8
Solar share of electricity used (%)	22.84	21.51	21.78	20.74

Figure 27

Grid electricity came to 1,833,445 kWh in FY 2025-26, beside our own rooftop solar plant.

Grid and rooftop solar electricity, kWh, FY 2022-23 to FY 2025-26.



Both panels share one scale.

Source: Table 16.2.

Table 16.3

Grid electricity by month, FY 2022-23 to FY 2025-26

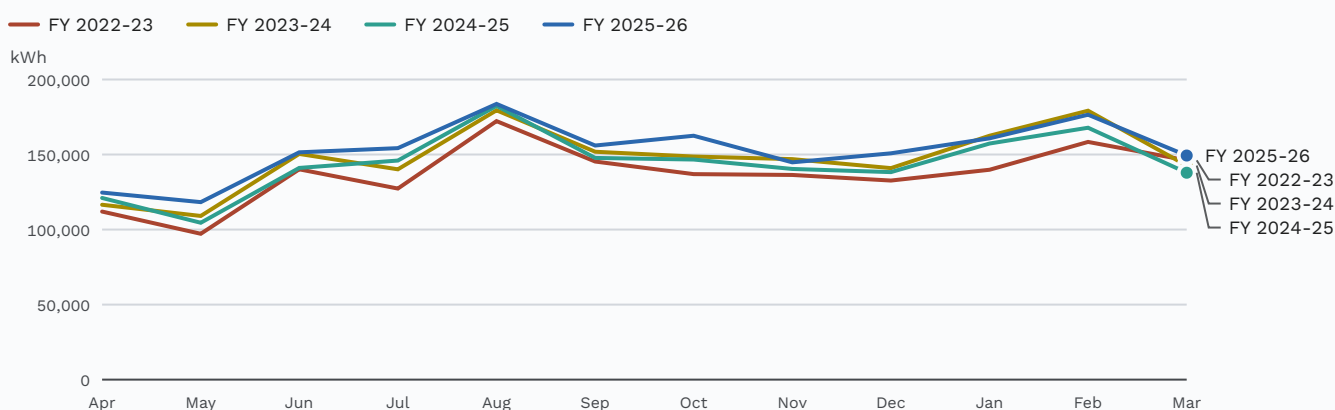
GRID ELECTRICITY (KWH)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	111,955.2	116,549.5	121,094.2	124,710
May	97,174.6	109,130.0	104,478.6	118,315
June	140,125.8	150,464.3	141,022.5	151,435
July	127,371.8	140,085.9	145,954.7	154,330
August	172,300.4	179,400.5	182,460.8	183,740
September	145,283.0	151,810.7	147,794.6	155,960
October	136,951.5	148,687.3	146,654.3	162,585
November	136,416.9	146,872.1	140,364.9	144,780
December	132,732.6	140,868.9	138,290.3	150,810
January	139,903.0	162,478.6	157,394.9	160,850
February	158,448.0	179,134.3	167,926.9	176,575
March	146,095.5	142,657.1	137,817.3	149,355
Year total	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445

Figures may not add to the total because of rounding.

Figure 28

Grid electricity was lowest in May and highest in August in FY 2025-26, 118,315 to 183,740 kWh.

Grid electricity by month, kWh, FY 2022-23 to FY 2025-26.



Source: Table 16.3.

Canteen LPG

Our canteen used 1,007 kg of LPG in FY 2025-26, from 53 cylinders of 19 kg, for 47.63 GJ of energy and 3.01 tCO₂e. Canteen LPG was 928 kg in FY 2022-23, 981 kg in FY 2023-24 and 964 kg in FY 2024-25. In FY 2025-26 the most LPG went in July, at 133 kg, and the least in April and December, at 57 kg (Table 16.9).

CNG for our two tempos

CNG was 2,044.65 kg in FY 2022-23, 2,055.71 kg in FY 2023-24, 1,683.96 kg in FY 2024-25 and 2,218.66 kg in FY 2025-26, which gave 106.50 GJ and 6.33 tCO₂e in FY 2025-26. Table 16.10 gives each month of the four years. In FY 2025-26 CNG ranged from 126.07 kg in February 2026 to 271.26 kg in July 2025, and we record two dated refuelling entries a month.

Table 16.4

Rooftop solar electricity by month, FY 2022-23 to FY 2025-26

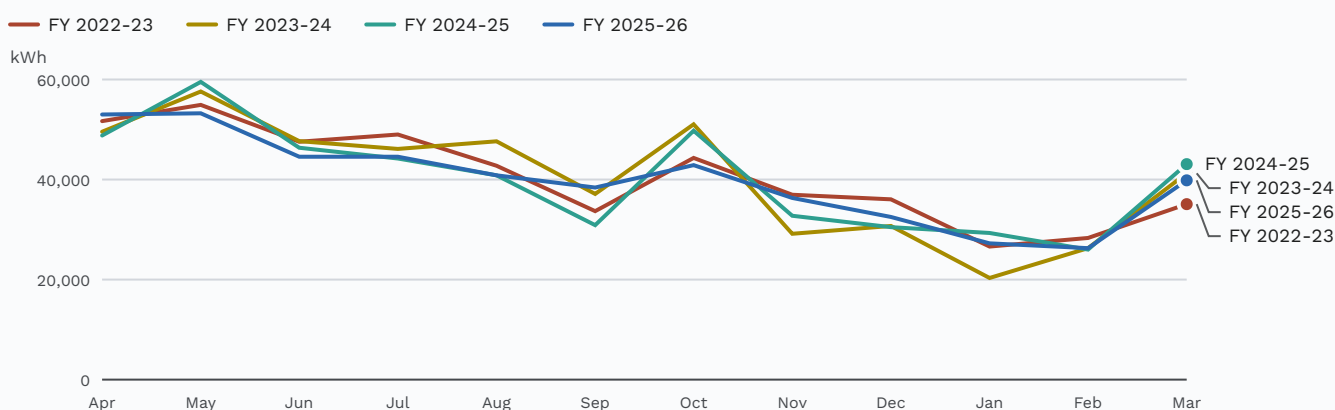
ROOFTOP SOLAR ELECTRICITY (KWH)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	51,679.2	49,563.2	48,819.4	53,013.5
May	54,917.3	57,616.9	59,523.7	53,225.5
June	47,565.7	47,691.2	46,375.5	44,576.5
July	48,983.4	46,101.3	44,211.0	44,576.5
August	42,745.2	47,634.1	40,836.8	40,838.1
September	33,661.4	37,110.0	30,869.9	38,391.7
October	44,336.5	51,029.2	49,774.8	42,872.8
November	36,979.1	29,150.0	32,759.9	36,302.3
December	36,051.5	30,725.3	30,479.5	32,506.6
January	26,600.0	20,338.5	29,328.7	27,222.6
February	28,327.3	26,270.1	26,015.6	26,281.9
March	35,073.5	41,255.7	43,068.3	39,844.8
Year total	486,920.1	484,485.5	482,063.1	479,652.8

Figures may not add to the total because of rounding.

Figure 29

Rooftop solar electricity was lowest in February and highest in May in FY 2025-26, 26,281.9 to 53,225.5 kWh.

Rooftop solar electricity by month, kWh, FY 2022-23 to FY 2025-26.



Source: Table 16.4.

Cylinders and refuelling entries, FY 2025-26

Monthly LPG use in FY 2025-26 ranged from three cylinders in April and December 2025 to seven in July

2025. Table 16.11 gives the cylinders and the two re-fuelling entries of each month.

Electricity is converted at 0.0036 GJ per kWh and each fuel at its net calorific value, and Appendix B lists each value with its source and edition.

Table 16.5

Electricity used by month, FY 2022-23 to FY 2025-26

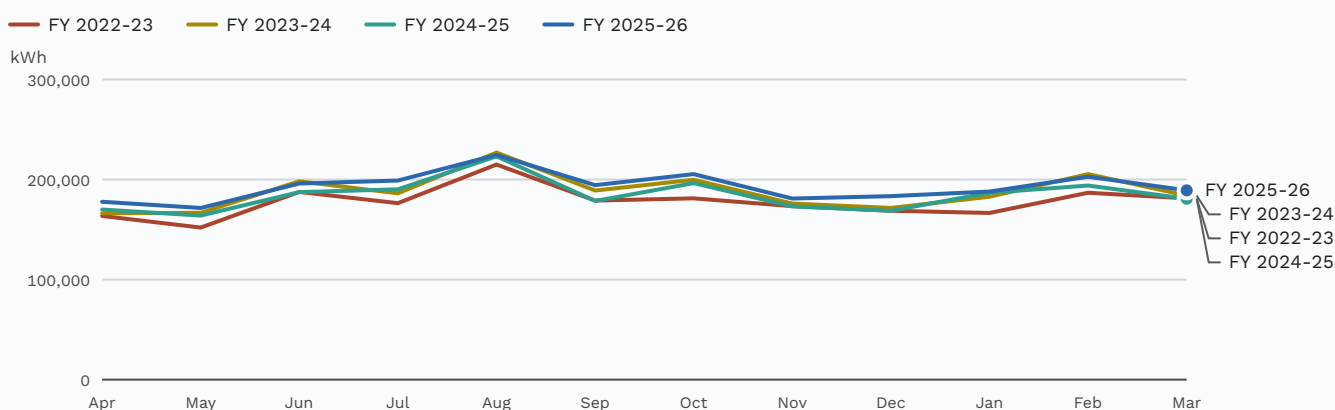
ELECTRICITY USED (KWH)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	163,634.4	166,112.7	169,913.6	177,723.5
May	152,091.9	166,746.9	164,002.3	171,540.5
June	187,691.5	198,155.5	187,398.0	196,011.5
July	176,355.2	186,187.2	190,165.7	198,906.5
August	215,045.6	227,034.6	223,297.6	224,578.1
September	178,944.4	188,920.7	178,664.5	194,351.7
October	181,288.0	199,716.5	196,429.1	205,457.8
November	173,396.0	176,022.1	173,124.8	181,082.3
December	168,784.1	171,594.2	168,769.8	183,316.6
January	166,503.0	182,817.1	186,723.6	188,072.6
February	186,775.3	205,404.4	193,942.5	202,856.9
March	181,169.0	183,912.8	180,885.6	189,199.8
Year total	2,131,678.4	2,252,624.7	2,213,317.1	2,313,097.8

Figures may not add to the total because of rounding.

Figure 30

Electricity used was lowest in May and highest in August in FY 2025-26, 171,540.5 to 224,578.1 kWh.

Electricity used by month, kWh, FY 2022-23 to FY 2025-26.



Source: Table 16.5.

16.4 Scope 1 and Scope 2 emissions

Scope 1

Scope 1 covers three fuels: diesel for the generator sets, canteen LPG and CNG for our two tempos. Our direct emissions were 104.11 tCO₂e in FY 2025-26: 94.77 tCO₂e from diesel, 6.33 tCO₂e from CNG and 3.01 tCO₂e from canteen LPG. They were 95.94 tCO₂e

in FY 2022-23, 101.09 tCO₂e in FY 2023-24 and 98.37 tCO₂e in FY 2024-25. Fuel for a forklift is outside this inventory, because the inventory counts the fuels whose use we recorded through the year; refrigerant is outside it as well. The buses hired for workers and the cars of senior staff are reported as Scope 3 Category 7. Scope 1 covers CO₂, CH₄ and N₂O and applies IPCC 2006 factors and AR6 global warming potentials to each fuel.

Table 16.6

Grid and solar electricity by month with the solar share, FY 2025-26

MONTH	GRID ELECTRICITY (KWH)	ROOFTOP SOLAR (KWH)	TOTAL ELECTRICITY (KWH)	SOLAR SHARE
April 2025	124,710	53,013.5	177,723.5	29.83%
May 2025	118,315	53,225.5	171,540.5	31.03%
June 2025	151,435	44,576.5	196,011.5	22.74%
July 2025	154,330	44,576.5	198,906.5	22.41%
August 2025	183,740	40,838.1	224,578.1	18.18%
September 2025	155,960	38,391.7	194,351.7	19.75%
October 2025	162,585	42,872.8	205,457.8	20.87%
November 2025	144,780	36,302.3	181,082.3	20.05%
December 2025	150,810	32,506.6	183,316.6	17.73%
January 2026	160,850	27,222.6	188,072.6	14.47%
February 2026	176,575	26,281.9	202,856.9	12.96%
March 2026	149,355	39,844.8	189,199.8	21.06%
FY 2025-26	1,833,445	479,652.8	2,313,097.8	20.74%
Monthly mean	152,787.08	39,971.07	192,758.15	20.74%, the mean month's share

Shares are rounded to two decimals and may not add to 100.00%.

Table 16.7

Fuels used, FY 2022-23 to FY 2025-26

MEASURE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Diesel used by the generator sets (litres)	32,802.18	34,663.29	34,058.43	35,593.85
Canteen LPG (t)	0.93	0.98	0.96	1.01
CNG for our two tempos (t)	2.04	2.06	1.68	2.22
Energy from the three fuels (GJ)	1,316.80	1,386.47	1,346.15	1,428.86

Totals are summed before rounding, so parts and totals may differ in the second decimal place.

Scope 2

Our 1,833,445 kWh of grid electricity gave location-based Scope 2 emissions of 1,301.75 tCO₂e in FY 2025-26, against 1,177.65 tCO₂e in FY 2022-23, 1,285.44 tCO₂e in FY 2023-24 and 1,229.19 tCO₂e in FY 2024-25. Scope 2 applies the CEA grid factor of each year, 0.716 tCO₂ per MWh for FY 2022-23, 0.727 for FY 2023-24 and 0.710 for FY 2024-25 and FY 2025-26. The factor for FY 2025-26 is that of FY 2024-25, which covers CO₂ alone, from the Central Electricity Authority's CO₂ Baseline Database User Guide, Version 21.0 (December 2025), the latest edi-

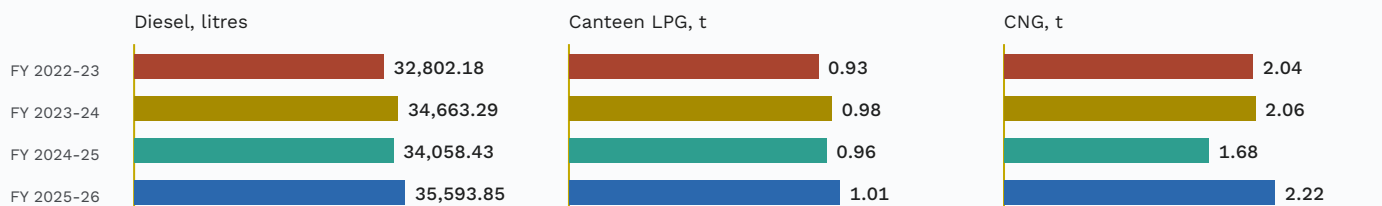
tion published before this report. Solar electricity from our own rooftop plant sits outside Scope 2, because we generate it ourselves.

Scope 2 made up 92.59% of our Scope 1 and 2 total of 1,405.86 tCO₂e in FY 2025-26, and Scope 1 the remaining 7.41%. The total was 1,273.59 tCO₂e in FY 2022-23, 1,386.53 tCO₂e in FY 2023-24 and 1,327.56 tCO₂e in FY 2024-25. Diesel for the generator sets was 6.74% of the FY 2025-26 total, CNG for our two tempos 0.45% and canteen LPG 0.21%. Table 16.12 sets out each source for the four years, with the grid factor applied in each.

Figure 31

Diesel for the generator sets came to 35,593.85 litres in FY 2025-26, the year of this report.

Diesel in litres, canteen LPG and CNG in tonnes, FY 2022-23 to FY 2025-26.



Each panel has its own scale and its own unit.

Source: Table 16.7.

Table 16.8

Generator set running hours by month, FY 2025-26

MONTH	400 KVA SET (HOURS)	380 KVA SET (HOURS)	62.5 KVA SET (HOURS)
April 2025	40	31	Nil
May 2025	66	34	Nil
June 2025	39	29	9
July 2025	46	28	Nil
August 2025	43	30	Nil
September 2025	48	27	Nil
October 2025	28	19	Nil
November 2025	24	23	Nil
December 2025	12	11	5
January 2026	24	15	Nil
February 2026	24	9	Nil
March 2026	17	12	3
FY 2025-26	411	268	17

Nil means the set ran no hours in that month.

By gas and fuel

CO₂ makes up 103.44 t of the 104.11 tCO₂e Scope 1 total in FY 2025-26, with CH₄ adding 0.37 tCO₂e and N₂O 0.30 tCO₂e. Of the three fuels, CNG carries the most CH₄, at 0.26 tCO₂e, and diesel the most N₂O, at 0.21 tCO₂e. Diesel for the generator sets is 91.03% of Scope 1, CNG 6.08% and canteen LPG 2.89%. Table 16.13 splits each fuel by gas and gives its share of Scope 1.

Market-based Scope 2

Our market-based Scope 2 emissions were 1,301.75 tCO₂e in FY 2025-26, the same as the location-based figure. We held no renewable energy certi-

ificates, green tariff or power purchase agreement in FY 2025-26, so the market-based figure rests on the same grid factor. Table 16.14 gives both bases.

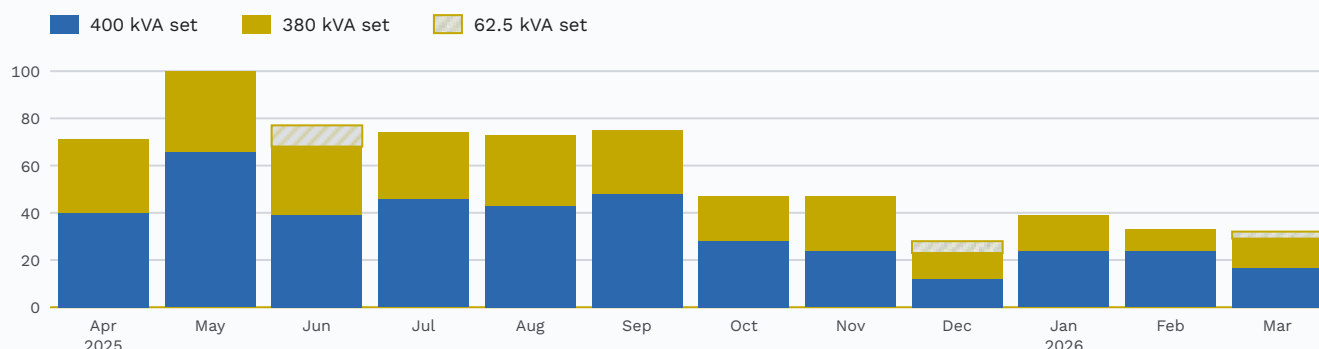
Scope 3

We report two Scope 3 categories, each apart from Scope 1 and 2 and never added to them. Category 3, the electricity lost in transmission and distribution on the grid electricity we use, was 229.50 tCO₂e in FY 2025-26, from 323,236.4 kWh lost on the way to us. Category 7, the commute of workers in the buses hired for them and of senior staff in their cars, was 74.65 tCO₂: 63.40 tCO₂ from buses over 85,960 km and 11.25 tCO₂ from cars over 79,820 km. Table 16.15 gives both.

Figure 32

The 400 kVA generator set ran 411 hours in FY 2025-26, against 268 hours for the 380 kVA set.

Generator set running hours by month, FY 2025-26.



A month with no running hours for a set is left empty; the table gives every month.

Source: Table 16.8.

Table 16.9

Canteen LPG by month, FY 2022-23 to FY 2025-26

CANTEEN LPG (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	53	53	55	57
May	84	93	91	95
June	73	77	73	76
July	118	125	127	133
August	73	77	76	76
September	88	93	87	95
October	67	74	73	76
November	73	74	73	76
December	53	53	52	57
January	67	74	75	76
February	88	96	91	95
March	91	92	91	95
Year total	928	981	964	1,007

Figures may not add to the total because of rounding.

16.5 How we manage energy

Why it matters

Climate change and energy is a Manage topic in our materiality assessment, with medium impact and high external expectation (Section 13). Grid electricity, at 92.59% of our Scope 1 and 2 emissions in FY 2025-26, is where the topic's emissions sit, and

diesel for the generator sets is where most of our direct emissions sit.

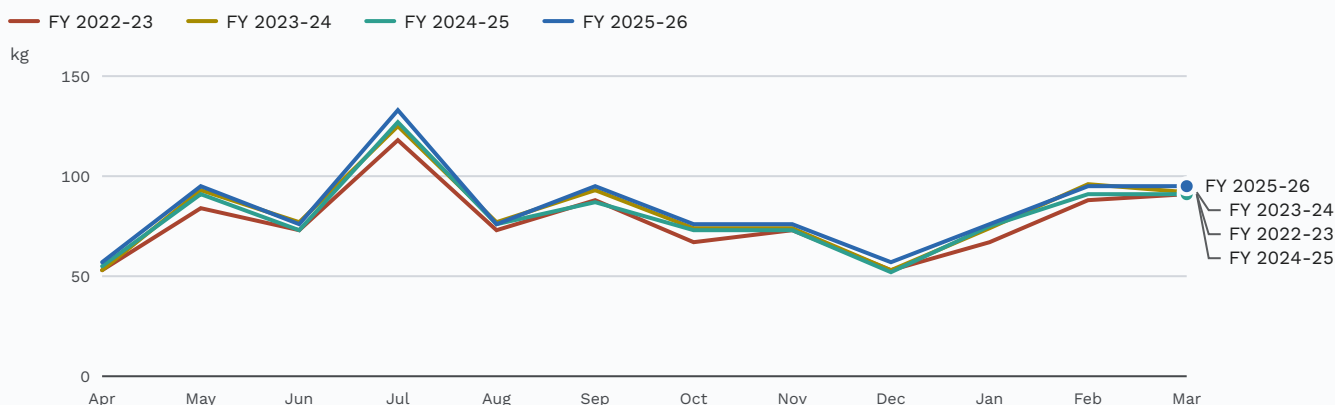
Scope 1 and 2 target

Top management adopted a target to bring Scope 1 and 2 emissions to 21% below their FY 2025-26 level by FY 2030-31, which is 1,110.63 tCO₂e against 1,405.86 tCO₂e in FY 2025-26. Section 31 sets out the target.

Figure 33

Canteen LPG ranged from 57 kg in April to 133 kg in July in FY 2025-26.

Canteen LPG by month, kg, FY 2022-23 to FY 2025-26.



Source: Table 16.9.

Table 16.10

CNG for our two tempos by month, FY 2022-23 to FY 2025-26

CNG FOR OUR TWO TEMPOS (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	155.80	158.89	122.88	169.08
May	153.19	168.74	120.91	172.65
June	187.27	198.63	100.34	195.42
July	240.69	255.30	119.99	271.26
August	224.04	237.64	133.94	233.79
September	231.69	245.76	139.60	251.45
October	135.44	149.91	153.64	153.38
November	126.25	128.76	134.66	131.74
December	172.79	176.48	178.61	187.52
January	139.22	131.49	174.17	157.14
February	116.17	123.62	157.84	126.07
March	162.10	80.49	147.38	169.16
Year total	2,044.65	2,055.71	1,683.96	2,218.66

Figures may not add to the total because of rounding.

Energy and water steps

Our energy and water steps for FY 2025-26 were LED lighting, efficient motors, drives and compressors, and rainwater harvesting. The 400 kW rooftop plant that we own met 20.74% of the electricity we used during the year. We planned a session on the conservation of energy and water for all departments on 14 October 2025, and we planned environment management sessions in 2025 as well.

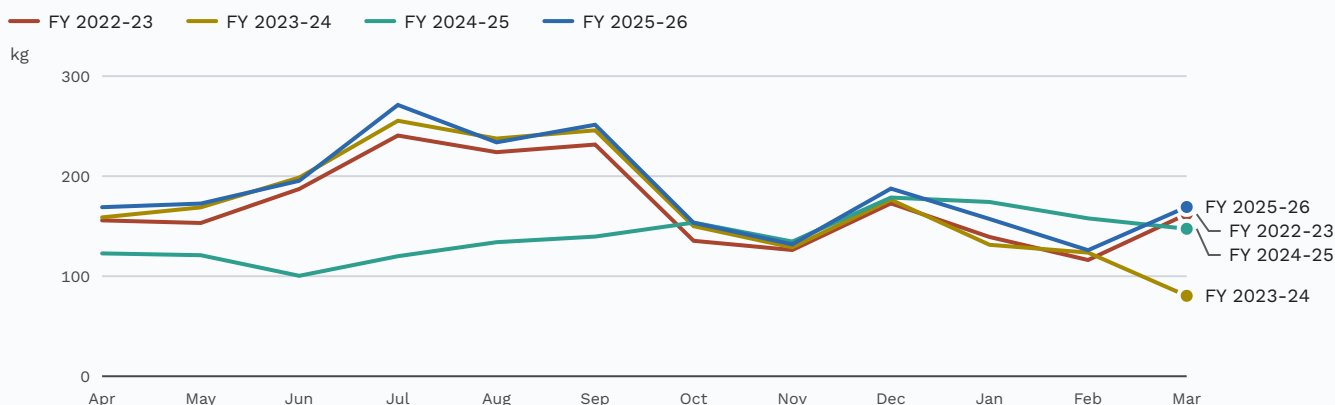
Boundary and records

The figures cover Euro Safety Footwear (India) Limited at its premises in EPIP Shastripuram, Agra, under operational control. The monthly figures cover electricity, solar output, diesel, canteen LPG and CNG for each month of the four years.

Figure 34

CNG was lowest in February and highest in July in FY 2025-26, 126.07 to 271.26 kg.

CNG for our two tempos by month, kg, FY 2022-23 to FY 2025-26.



Source: Table 16.10.

Table 16.11

Canteen LPG cylinders and CNG refuelling entries by month, FY 2025-26

MONTH	LPG CYLINDERS (19 KG)	CNG REFUELLING ENTRIES (KG)	CNG FOR THE MONTH (KG)
April 2025	3	74.25 and 94.83	169.08
May 2025	5	79.93 and 92.72	172.65
June 2025	4	74.49 and 120.93	195.42
July 2025	7	140.80 and 130.46	271.26
August 2025	4	113.16 and 120.63	233.79
September 2025	5	136.70 and 114.75	251.45
October 2025	4	95.89 and 57.49	153.38
November 2025	4	74.26 and 57.48	131.74
December 2025	3	74.47 and 113.05	187.52
January 2026	4	71.14 and 86.00	157.14
February 2026	5	55.50 and 70.57	126.07
March 2026	5	88.26 and 80.90	169.16
FY 2025-26	53	Two dated entries a month	2,218.66

16.6 Energy and emissions per pair**Per pair**

We produced 1,446,865 pairs in FY 2025-26. Electricity used came to 1.60 kWh per pair, and Scope 1 and

2 emissions to 0.972 tCO₂e per 1,000 pairs. Ground-water drawn (Section 17) came to 0.259 litres per pair, and total waste (Section 18) to 69.6 kg per 1,000 pairs. Table 16.16 gives the four.

Our rooftop solar plant gave 486,920.1 kWh in FY 2022-23, 484,485.5 kWh in FY 2023-24, 482,063.1 kWh in FY 2024-25 and 479,652.8 kWh in FY 2025-26.

Table 16.12

Scope 1 and Scope 2 emissions by source, FY 2022-23 to FY 2025-26

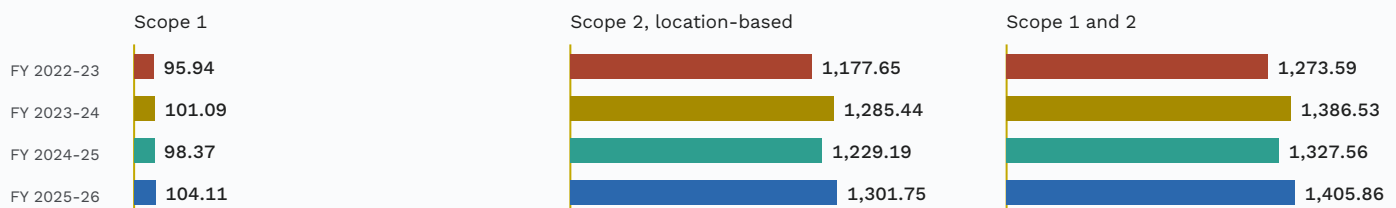
MEASURE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	SHARE OF SCOPE 1 AND 2, FY 2025-26
Scope 1, diesel, generator sets (tCO ₂ e)	87.34	92.29	90.68	94.77	6.74%
Scope 1, CNG, two tempos (tCO ₂ e)	5.83	5.86	4.80	6.33	0.45%
Scope 1, LPG, canteen (tCO ₂ e)	2.78	2.93	2.88	3.01	0.21%
Scope 1 total (tCO ₂ e)	95.94	101.09	98.37	104.11	7.41%
Scope 2, location-based, grid electricity (tCO ₂ e)	1,177.65	1,285.44	1,229.19	1,301.75	92.59%
Scope 1 and 2 total (tCO ₂ e)	1,273.59	1,386.53	1,327.56	1,405.86	All sources
CEA grid factor (tCO ₂ /MWh)	0.716	0.727	0.710	0.710	Applied to grid electricity

Totals are summed before rounding, so parts and totals may differ in the second decimal place. Shares are rounded to two decimals and may not add to 100.00%. Scope 2 applies the CEA grid factor in the last row, from the Central Electricity Authority's CO₂ Baseline Database User Guide, Version 21.0 (December 2025). Scope 1 applies IPCC 2006 factors and AR6 global warming potentials.

Figure 35

Scope 1 and 2 emissions came to 1,405.86 tCO₂e in FY 2025-26, the year of this report.

Scope 1, Scope 2 and Scope 1 and 2 emissions, tCO₂e, FY 2022-23 to FY 2025-26.



All three panels share one scale, in tCO₂e.

Source: Table 16.12.

Table 16.13

Scope 1 emissions by gas, FY 2025-26

FUEL	CO ₂ (T)	CH ₄ (TCO ₂ E)	N ₂ O (TCO ₂ E)	TOTAL (TCO ₂ E)	SHARE OF SCOPE 1
Diesel, generator sets	94.46	0.10	0.21	94.77	91.03%
CNG, two tempos	5.97	0.26	0.09	6.33	6.08%
LPG, canteen	3.01	0.01	0.00	3.01	2.89%
Scope 1 total	103.44	0.37	0.30	104.11	All sources

Totals are summed before rounding, so parts and totals may differ in the second decimal place.

400 kVA generator set 411 hours Running hours, Table 16.8	380 kVA generator set 268 hours Running hours, Table 16.8	62.5 kVA generator set 17 hours Running hours, Table 16.8	Canteen LPG cylinders 53 Cylinders of 19 kg, Table 16.11
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Table 16.14

Scope 2 emissions, location-based and market-based, FY 2025-26

SCOPE 2 BASIS	FY 2025-26 (tCO ₂ e)
Location-based	1,301.75
Market-based	1,301.75

Scope 2 applies the CEA grid factor to the 1,833,445 kWh of grid electricity under both bases.

Table 16.15

Scope 3 emissions, Category 3 and Category 7, FY 2025-26

CATEGORY 3, FUEL AND ENERGY RELATED ACTIVITIES	FY 2025-26
Grid electricity lost in transmission and distribution (kWh)	323,236.4
Emissions (tCO ₂ e)	229.50
Category 7, employee commuting	FY 2025-26
Distance by the buses hired for workers (km)	85,960
Distance by senior staff cars (km)	79,820
Emissions from buses (tCO ₂)	63.40
Emissions from senior staff cars (tCO ₂)	11.25
Emissions from buses and cars together (tCO ₂)	74.65

Scope 3 is stated apart from Scope 1 and 2 and is not added to them, and the two categories are not added to each other. Category 7 covers CO₂ only.

Table 16.16

Energy, emissions, water and waste per pair, FY 2025-26

MEASURE	FY 2025-26
Pairs produced	1,446,865
Electricity used (kWh per pair)	1.60
Scope 1 and 2 emissions (tCO ₂ e per 1,000 pairs)	0.972
Groundwater drawn (litres per pair)	0.259
Total waste (kg per 1,000 pairs)	69.6

Grid electricity

67.65%

Share of total energy, Table 16.1

Rooftop solar

17.70%

Share of total energy, Table 16.1

Diesel

13.07%

Share of total energy, Table 16.1

CNG

1.09%

Share of total energy, Table 16.1

17

Water, air and the working environment

At our gate, PM2.5 and PM10 were within CPCB limits in December 2024 and above them in December 2025.

GRI 303, 403 | NGRBC Principles 3 and 6

17.1 Water drawn and discharged

Groundwater drawn

Groundwater drawn came to 375 KL in FY 2025-26. It was 346 KL in FY 2022-23, 365 KL in FY 2023-24 and 359 KL in FY 2024-25. In FY 2025-26 we read our borewell meter each month. Per pair produced, the draw was 0.259 litres (Table 16.16). Table 17.1 sets the four years side by side.

Month by month

The draw was highest in June in FY 2025-26, at 34 KL. It was lowest in October and December, at 29 KL. Table 17.2 gives every month.

Meter readings, FY 2025-26

The meter read 12,448 at the start of April 2025 and 12,823 at the close of March 2026, and Table 17.3 gives each month's readings and draw. The 375 KL of FY 2025-26 is the difference between the readings at the start of April 2025 and the close of March 2026, and Table 17.3 shows it month by month.

Wastewater and rainwater

Our domestic wastewater goes to the common sewage line, and rainwater harvesting was in place during the year. The pollution control requirements for our site direct rooftop rainwater to a harvesting system that recharges groundwater, and Table 17.4 sets out each water arrangement.

17.2 Pollution control requirements

Requirements for our site

The Uttar Pradesh Pollution Control Board sets conditions under the Water Act and the Air Act for our manufacture of leather footwear at our Shastripuram premises. They cover effluent, generator set fuel and

emissions, noise, sampling, green cover and rainwater, and Table 17.5 lists them.

What applies to us

Domestic effluent is set at 10.0 KLD, and our domestic wastewater goes to the common sewage line. The conditions also hold our generator sets to standby use only. Effluent, emission and hazardous waste are analysed at least once in three months by a laboratory the Ministry of Environment and Forests recognises. The conditions set a 75 dB(A) day and 70 dB(A) night noise limit for an industrial area, and 33% of the premises as plantation and green belt.

17.3 Work-zone air

Four rounds

An external laboratory measured suspended particulate matter (SPM), sulphur dioxide (SO₂) and nitrogen dioxide (NO₂) in our work zones on 20 December 2024, 24 June 2025, 25 December 2025 and 14 March 2026. The zones are named by building, floor and production stage, as Section 7 describes them, and each round lists its zones as sampled that day.

December 2024 and June 2025

In December 2024 SPM read 0.12 to 0.19 mg/m³ across five zones, lowest in the Building 3 cutting and bottom zone and highest in the ground floor cutting and bottom zone. SO₂ read 0.014 to 0.025 ppm and NO₂ 0.029 to 0.041 ppm. In June 2025 SPM read 0.043 to 0.085 mg/m³ across the same five zones, lowest in the Building 3 cutting and bottom zone and highest in the basement Desma and packing zone, SO₂ read 0.017 to 0.028 ppm and NO₂ 0.026 to 0.040 ppm. SPM was lower in June 2025 than in December 2024 in each of the five zones. Both rounds give the gases in ppm and so share Table 17.6; the later rounds are in mg/m³.

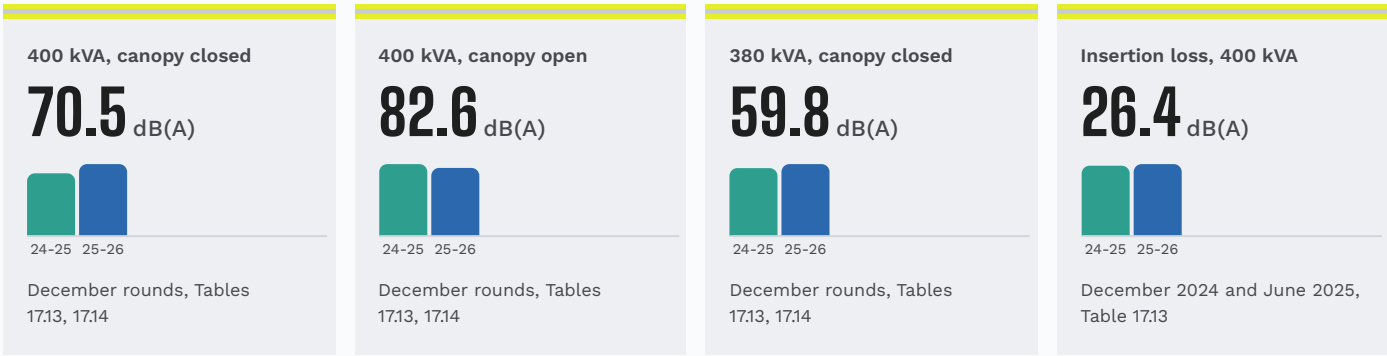


Table 17.1

Groundwater drawn, FY 2022-23 to FY 2025-26

MEASURE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Groundwater drawn (KL)	346	365	359	375

Figure 36

Groundwater drawn came to 375 KL in FY 2025-26, the year of this report.

Groundwater drawn, KL, FY 2022-23 to FY 2025-26.

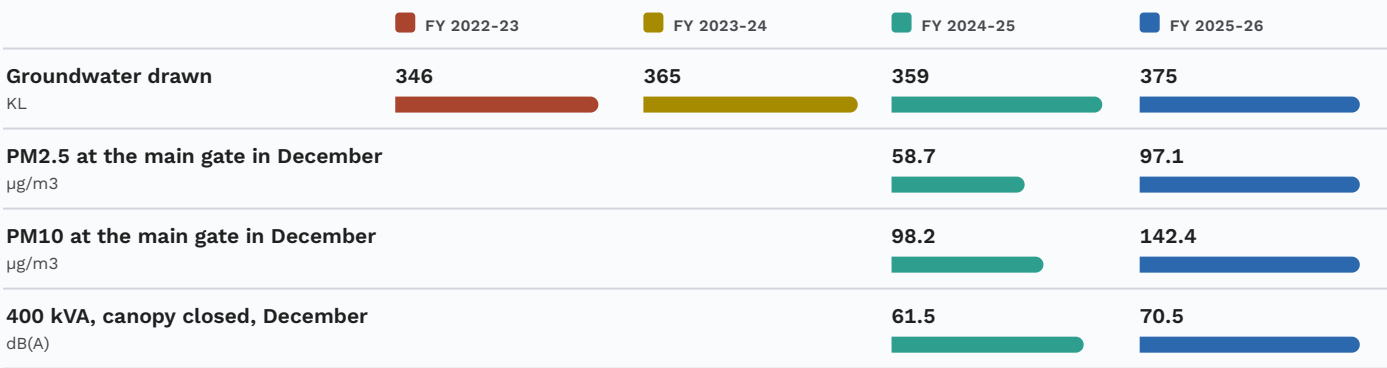


Source: Table 17.1.

Figure 37

Groundwater drawn through the borewell meter came to 375 KL in FY 2025-26.

Groundwater and the December readings at the gate and the generator sets, FY 2022-23 to FY 2025-26.



Groundwater is given for the four years. The gate and the generator set were read in December 2024 and December 2025.

Source: Tables 17.9, 17.13, 17.14 and 17.1.

December 2025 and March 2026

Both rounds are in mg/m^3 . In December 2025, SPM read 0.62 to 1.13 mg/m^3 across five zones, SO_2 0.008 to 0.012 mg/m^3 and NO_2 0.017 to 0.026 mg/m^3 . In March 2026, SPM read 0.62 to 1.16 mg/m^3 across six

zones, highest in the first floor preparation and fitter zone and lowest in the Desma zone. SO_2 read 0.008 to 0.025 mg/m^3 , including 0.019 mg/m^3 in the ground floor cutting and bottom zone, and NO_2 read 0.017 to 0.036 mg/m^3 . Table 17.7 gives each zone in both rounds.

Table 17.2

Groundwater drawn by month, FY 2022-23 to FY 2025-26

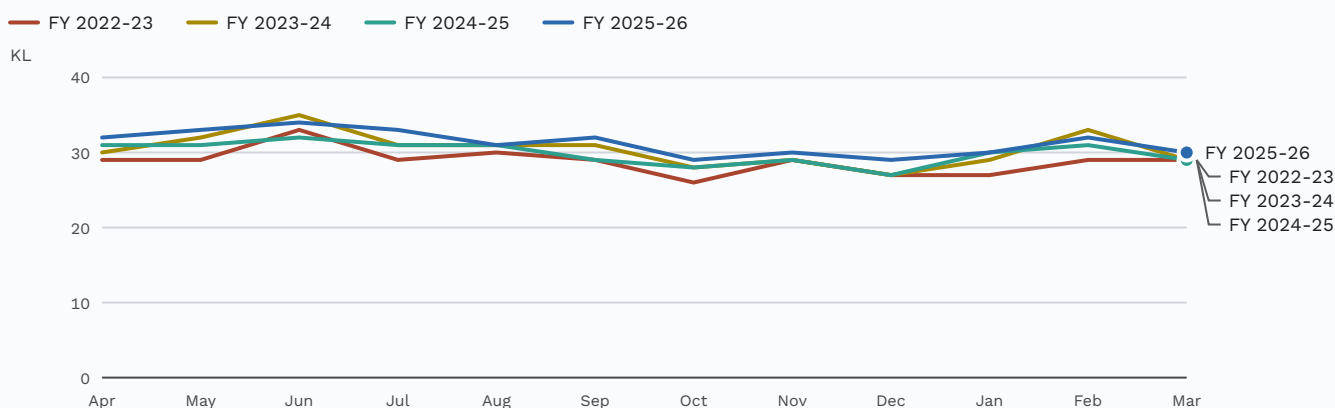
GROUNDWATER DRAWN (KL)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	29	30	31	32
May	29	32	31	33
June	33	35	32	34
July	29	31	31	33
August	30	31	31	31
September	29	31	29	32
October	26	28	28	29
November	29	29	29	30
December	27	27	27	29
January	27	29	30	30
February	29	33	31	32
March	29	29	29	30
Year total	346	365	359	375

Figures may not add to the total because of rounding.

Figure 38

Groundwater drawn ranged from 29 KL in December to 34 KL in June in FY 2025-26.

Groundwater drawn by month, KL, FY 2022-23 to FY 2025-26.



Source: Table 17.2.

Table 17.3

Groundwater drawn through the borewell meter by month, FY 2025-26

MONTH	START READING	CLOSING READING	GROUNDWATER DRAWN (KL)
April 2025	12,448	12,480	32
May 2025	12,480	12,513	33
June 2025	12,513	12,547	34

Table 17.3 continues on the next page

Table 17.3, continued

MONTH	START READING	CLOSING READING	GROUNDWATER DRAWN (KL)
July 2025	12,547	12,580	33
August 2025	12,580	12,611	31
September 2025	12,611	12,643	32
October 2025	12,643	12,672	29
November 2025	12,672	12,702	30
December 2025	12,702	12,731	29
January 2026	12,731	12,761	30
February 2026	12,761	12,793	32
March 2026	12,793	12,823	30
FY 2025-26	12,448	12,823	375

Table 17.4

Water and wastewater arrangements, FY 2025-26

ITEM	FY 2025-26
Groundwater drawn through the borewell meter	375 KL
Monthly mean draw	31.25 KL
Meter readings	A start and a closing reading for each month
Domestic wastewater	Common sewage line
Rainwater harvesting	In place
Energy and water conservation training	Planned for 14 October 2025

Table 17.5

Limits that apply to our site

TERM	WHAT APPLIES TO OUR SITE
Governing conditions	Conditions of the Uttar Pradesh Pollution Control Board under the Water Act, 1974 and the Air Act, 1981
Product	Leather footwear, at the Shastripuram premises
Domestic effluent	10.0 KLD; our domestic wastewater goes to the common sewage line
Use of generator sets	Standby use only
Fuel for generator sets	Low sulphur diesel for the 400 kVA, 380 kVA and 62.5 kVA sets; no restricted fuel
Generator set emissions	Particulate matter, oxides of nitrogen and quantity of emission, each to Environment (Protection) Act, 1986 norms
Noise, industrial area	75 dB(A) Leq by day, 6.00 am to 10.00 pm, and 70 dB(A) Leq by night
Generator set noise	Controlled by an acoustic enclosure

Table 17.5 continues on the next page

Table 17.5, continued

TERM	WHAT APPLIES TO OUR SITE
Sampling	Effluent, emission and hazardous waste analysed at least once in three months by a laboratory recognised by the Ministry of Environment and Forests
Green belt	33% plantation and green belt within the premises
Rainwater	Rooftop rainwater channelled to a rainwater harvesting system for groundwater recharge

Table 17.6

Work-zone air, 20 December 2024 and 24 June 2025

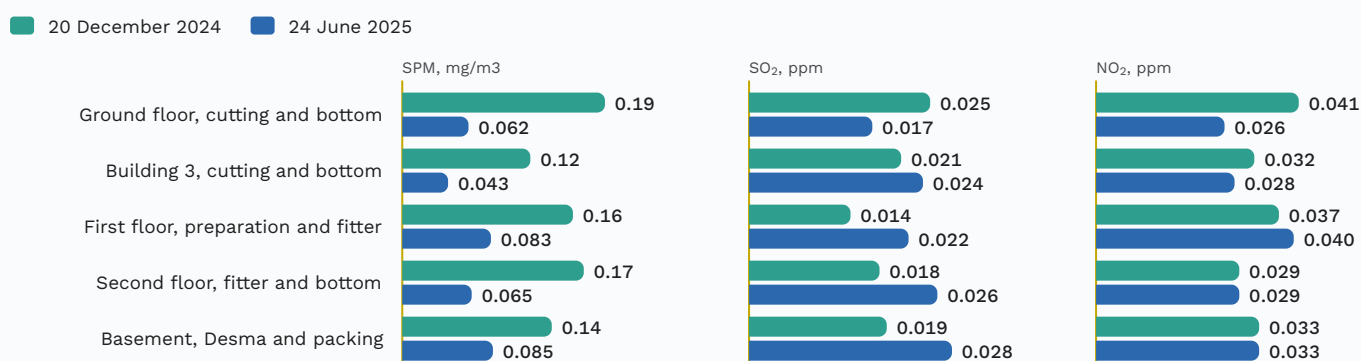
DATE SAMPLED	WORK ZONE	SPM (MG/M3)	SO ₂ (PPM)	NO ₂ (PPM)
20 December 2024	Ground floor, cutting and bottom	0.19	0.025	0.041
20 December 2024	Building 3, cutting and bottom	0.12	0.021	0.032
20 December 2024	First floor, preparation and fitter	0.16	0.014	0.037
20 December 2024	Second floor, fitter and bottom	0.17	0.018	0.029
20 December 2024	Basement, Desma and packing	0.14	0.019	0.033
24 June 2025	Ground floor, cutting and bottom	0.062	0.017	0.026
24 June 2025	Building 3, cutting and bottom	0.043	0.024	0.028
24 June 2025	First floor, preparation and fitter	0.083	0.022	0.040
24 June 2025	Second floor, fitter and bottom	0.065	0.026	0.029
24 June 2025	Basement, Desma and packing	0.085	0.028	0.033

SO₂ and NO₂ in these two rounds are in ppm; the December 2025 and March 2026 rounds are in mg/m³.

Figure 39

SPM was read in each of five work zones in December 2024 and again in June 2025.

Work-zone SPM in mg/m³ and gases in ppm, 20 December 2024 and 24 June 2025.



Each column has its own scale and its own unit. The two rounds are drawn zone by zone.

Source: Table 17.6.

17.4 Ambient air, generator stacks and noise surveys

Ambient air at the gate

An external laboratory samples the ambient air near

our main gate and tests particulate matter, gases, metals, benzene and benzo(a)pyrene against the Central Pollution Control Board guideline maxima. The pollution control requirements for our site call for emission samples to be analysed at least once in three months, and Table 17.8 sets out the practice.

Table 17.7

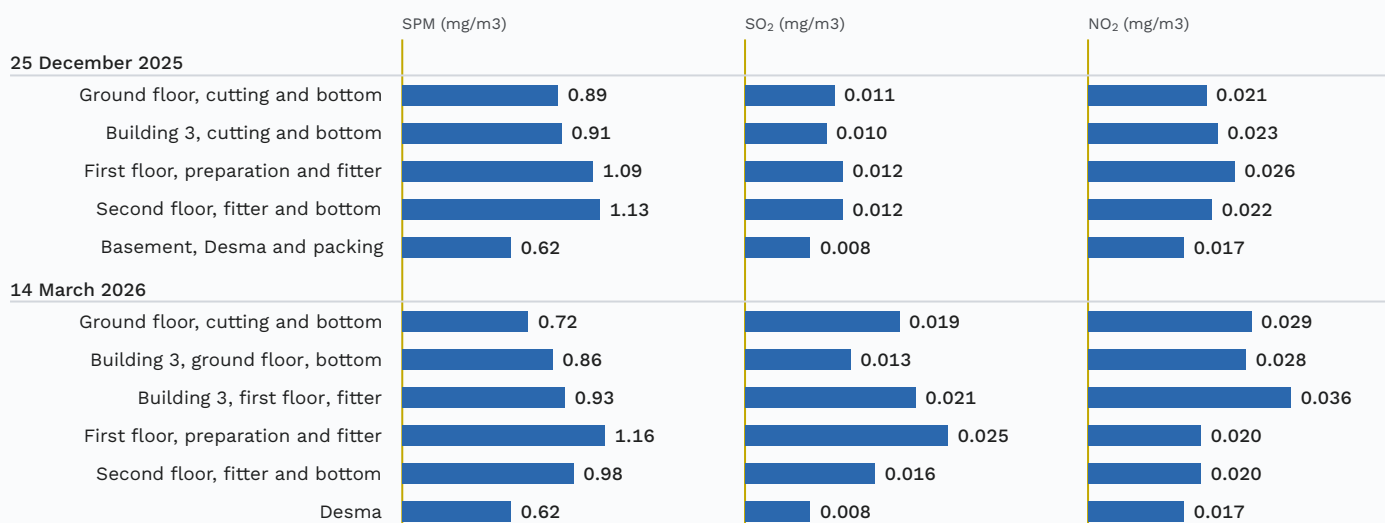
Work-zone air, 25 December 2025 and 14 March 2026

DATE SAMPLED	WORK ZONE	SPM (MG/M3)	SO ₂ (MG/M3)	NO ₂ (MG/M3)
25 December 2025	Ground floor, cutting and bottom	0.89	0.011	0.021
25 December 2025	Building 3, cutting and bottom	0.91	0.010	0.023
25 December 2025	First floor, preparation and fitter	1.09	0.012	0.026
25 December 2025	Second floor, fitter and bottom	1.13	0.012	0.022
25 December 2025	Basement, Desma and packing	0.62	0.008	0.017
14 March 2026	Ground floor, cutting and bottom	0.72	0.019	0.029
14 March 2026	Building 3, ground floor, bottom	0.86	0.013	0.028
14 March 2026	Building 3, first floor, fitter	0.93	0.021	0.036
14 March 2026	First floor, preparation and fitter	1.16	0.025	0.020
14 March 2026	Second floor, fitter and bottom	0.98	0.016	0.020
14 March 2026	Desma	0.62	0.008	0.017

Figure 40

Work-zone SPM in December 2025 and March 2026 stayed between 0.62 and 1.16 mg/m³ across eleven readings.

Work-zone SPM, SO₂ and NO₂, mg/m³, December 2025 and March 2026.



All three columns are in mg/m³, each on its own scale.

Source: Table 17.7.

Ambient air results

The laboratory sampled the air at our gate over 24 hours from 20 December 2024 and again on 24 to 25 June 2025, 25 to 26 December 2025 and 14 to 15 March 2026. In December 2024 PM_{2.5} read 58.7 µg/m³ and PM₁₀ read 98.2 µg/m³, within the CPCB limits of 60 µg/m³ and 100 µg/m³. In December 2025, PM_{2.5} read 97.1 µg/m³ against the CPCB limit of 60 µg/m³ and PM₁₀ read 142.4 µg/m³ against the limit of 100 µg/m³, so both exceeded the CPCB limits.

Every other result in the four rounds was within its limit. Lead, nickel, arsenic, benzene and benzo(a)pyrene were below the limit of quantification in all four rounds, as was carbon monoxide in December 2025 and March 2026. Table 17.9 gives each result.

Generator set stacks

The pollution control conditions for our site hold the emissions of our diesel generator sets to Environment (Protection) Act, 1986 norms for particulate matter, oxides of nitrogen and quantity of emission.

Table 17.8

How we monitor ambient air

ITEM	HOW WE MONITOR AMBIENT AIR
Where	Near the main gate of the premises
Who tests	An external laboratory that holds ISO 9001 certification
Particulates and gases	Particulate matter PM2.5 and PM10, sulphur dioxide, nitrogen dioxide, ozone, ammonia and carbon monoxide
Metals and organics	Lead, nickel, arsenic, benzene and benzo(a)pyrene
Standard applied	Central Pollution Control Board guideline maxima
How often	The pollution control requirements for our site call for emission samples to be analysed at least once in three months

Table 17.9

Ambient air at the main gate against CPCB limits, December 2024 to March 2026

PARAMETER	CPCB LIMIT	FROM 20 DECEMBER 2024	24 TO 25 JUNE 2025	25 TO 26 DECEMBER 2025	14 TO 15 MARCH 2026
PM2.5 (µg/m3)	60	58.7	49.5	97.1	54.4
PM10 (µg/m3)	100	98.2	72.0	142.4	96.2
SO ₂ (µg/m3)	80	14.9	24.45	28.3	23.6
NO ₂ (µg/m3)	80	28.6	38.6	43.9	38.1
O ₃ (µg/m3)	180 (1 hour)	<10	29.6	26.5	31.4
NH ₃ (µg/m3)	400	<20	19.5	21.0	24.5
CO (mg/m3)	4 (1 hour)	1.48	1.14	Below the limit of quantification	Below the limit of quantification
Lead, nickel, arsenic, benzene and benzo(a)pyrene	A CPCB limit for each	Below the limit of quantification	Below the limit of quantification	Below the limit of quantification	Below the limit of quantification

Samples near the main gate, each over 24 hours. In December 2025, PM2.5 and PM10 exceeded the CPCB limits; every other result in the four rounds was within its limit.

They require emission samples to be analysed at least once in three months by a laboratory the Ministry of Environment and Forests recognises, and they allow low sulphur diesel only. Table 17.10 sets out these conditions.

Stack test, April 2023

A test of the stack of the 400 kVA set on 13 April 2023 read particulate matter at 0.152 g/kWh, sulphur dioxide at 0.068 g/kWh, oxides of nitrogen at 0.345 g/kWh, hydrocarbons at 0.032 g/kWh and carbon monoxide at 0.254 g/kWh. The emission was 1,501.92 Nm³ an hour, with 70.0 litres of fuel consumed an hour (Table 17.11).

Noise surveys

Three of our own staff survey noise in cutting, preparation, bottom, D-ring, strobels, fitter, injection Desma,

the generator room, the compressor room, packing and planning. They take two readings for each area, mark the area as a risk or not, and we require ear plugs where an area is flagged. The generator room and the compressor room are the areas where we apply that action. Table 17.12 sets out the practice.

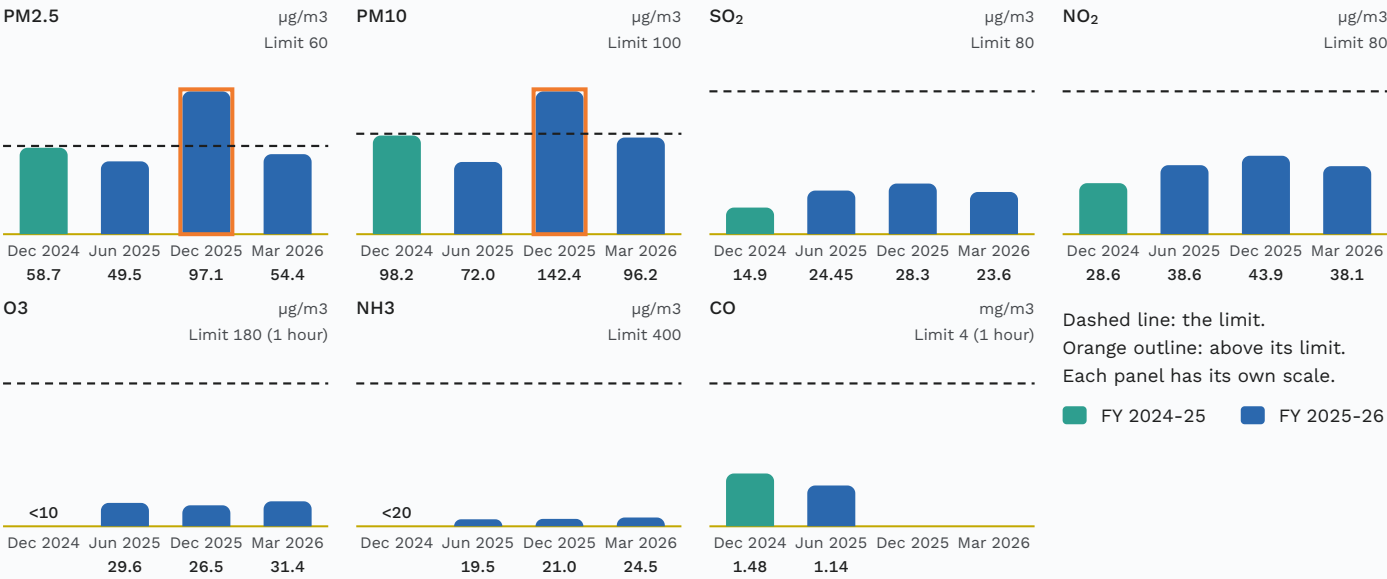
17.5 Noise at the generator sets and in the work zones**Generator sets, December 2024 and June 2025**

An external laboratory measured the noise of our three diesel generator sets with the acoustic canopy open and closed in each round.

Figure 41

In December 2025 PM2.5 and PM10 at the main gate exceeded their CPCB limits.

Ambient air at the main gate against CPCB limits, four rounds, December 2024 to March 2026.



Parameters with a numeric limit. The metals and organics are in the table.
Source: Table 17.9.

Table 17.10

Conditions for the generator set stacks

ITEM	WHAT THE CONDITIONS REQUIRE
Generator sets	The 400 kVA, 380 kVA and 62.5 kVA diesel sets, for standby use only
Fuel	Low sulphur diesel only; no restricted fuel
Emission norms	Particulate matter, oxides of nitrogen and quantity of emission, each to Environment (Protection) Act, 1986 norms
Sampling	Emission samples analysed at least once in three months by a laboratory recognised by the Ministry of Environment and Forests

Table 17.11

Stack test of the 400 kVA generator set, April 2023

PARAMETER	RESULT	UNIT
Particulate matter (PM)	0.152	g/kWh
Sulphur dioxide (SO ₂)	0.068	g/kWh
Oxides of nitrogen (NO _x)	0.345	g/kWh
Hydrocarbons (HC)	0.032	g/kWh
Carbon monoxide (CO)	0.254	g/kWh
Quantity of emission	1,501.92	Nm3 an hour
Fuel consumed	70.0	litres an hour

Test of the stack of the 400 kVA set, sampled on 13 April 2023.

Table 17.12

How we survey noise

ITEM	HOW WE SURVEY NOISE
Who surveys	Three of our own staff
Areas covered	Cutting, preparation, bottom, D-ring, strobel, fitter, injection Desma, generator room, compressor room, a second bottom area, packing and planning
Readings	Two readings in decibels for each area
Risk flag	Each area is marked as a risk or not
Action	Where an area is flagged, we require ear plugs

In December 2024 the insertion loss of the closed canopy was 26.0 dB(A) at the 62.5 kVA set, 26.2 dB(A) at the 380 kVA set and 25.8 dB(A) at the 400 kVA set. In June 2025 it was 26.1 dB(A), 26.7 dB(A) and 26.4 dB(A), each against a requirement of more than 25 dB(A). Closed-canopy readings were higher in June 2025 than in December 2024 at all three sets: 54.1 against 36.5 dB(A) at the 62.5 kVA set, 59.8 against 56.4 dB(A) at the 380 kVA set and 61.8 against 61.5 dB(A) at the 400 kVA set. Table 17.13 gives each reading.

Generator sets, December 2025 and March 2026

From December 2025 both readings were taken at 1.0 m, and the limit for the closed-canopy reading is 75 dB(A). No set exceeded its limit in any of the three rounds of FY 2025-26. The 380 kVA set gave the same readings in December 2025 as in June 2025, 86.5 dB(A) with the canopy open and 59.8 dB(A) with it closed. Closed-canopy readings ran from 59.8 to 70.5 dB(A) in December 2025 and from 71.9 to 72.8 dB(A) in March 2026, the highest at the 380 kVA set. In March 2026 the open-canopy readings, to which no limit applies, were 97.3 dB(A) at the 62.5 kVA set and 98.7 dB(A) at the 380 kVA and 400 kVA sets, and Table 17.14 gives each set by round.

Work zones, March 2026

On 14 March 2026 the laboratory measured noise of 71.2 dB(A) in cutting and 72.4 dB(A) at the compressor, against a limit of 90.0 dB(A) for 8 hours. Table 17.15 gives both readings.

17.6 Workplace provisions

Why it matters

Water and effluent, and air emissions and noise, are Manage topics in our materiality assessment (Section 13). Occupational health, safety and dignity, which

covers solvent and dust exposure, noise and fire at work, is a Core topic with high impact and high external expectation.

How we treat hazards

We class hazards as physical, chemical, biological and environmental and rate each risk on its impact and probability, and Section 20 sets out the controls and the provisions for protection and welfare. We apply the hierarchy of control from elimination to personal protective equipment, which we provide at our own expense.

Monitoring

We survey air, noise, light and drinking water as part of our health and safety monitoring. The work-zone air readings in this section cover December 2024, June 2025, December 2025 and March 2026, and the work-zone noise readings cover March 2026. Table 17.16 sets out each provision.

Training on protection

We planned training for every department on PPE and the safe use of chemicals, and we planned chemical spill drills, on the dates in Table 18.13.

17.7 Work-zone gases and pollutants from the generator sets

Oxygen and carbon monoxide in the work zones

The laboratory also read oxygen and carbon monoxide in our work zones in the June 2025, December 2025 and March 2026 rounds. Oxygen read 20.7% to 21.4% in June 2025, 20.0% to 22.1% in December 2025 and 20.1% to 21.3% in March 2026, so every reading was above the minimum of 19.5%. Carbon monoxide read 20.3 to 22.3 ppm in June 2025, 18.6 to 20.6 mg/m3 in December 2025 and 16.2 to 19.4 mg/m3 in March 2026. Table 17.17 gives each zone.

Table 17.13

Generator set noise and insertion loss, December 2024 and June 2025

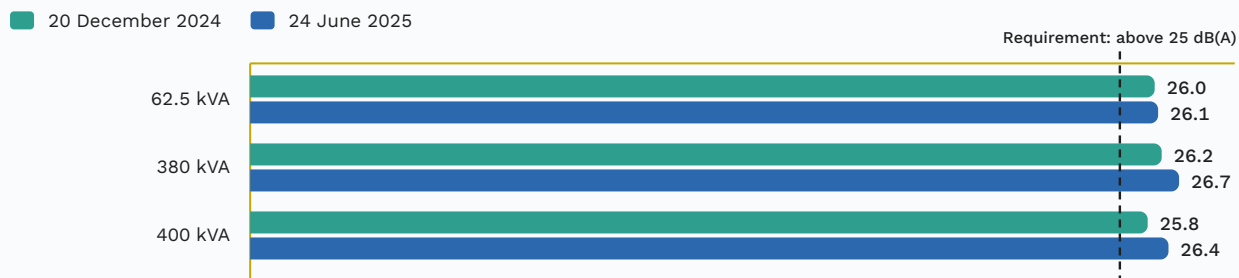
ROUND	GENERATOR SET	OPEN CANOPY, DB(A)	CLOSED CANOPY AT 1.0 M, DB(A)	INSERTION LOSS, DB(A)	REQUIREMENT
20 December 2024	62.5 kVA	62.5	36.5	26.0	Above 25 dB(A)
20 December 2024	380 kVA	82.6	56.4	26.2	Above 25 dB(A)
20 December 2024	400 kVA	87.3	61.5	25.8	Above 25 dB(A)
24 June 2025	62.5 kVA	80.2	54.1	26.1	Above 25 dB(A)
24 June 2025	380 kVA	86.5	59.8	26.7	Above 25 dB(A)
24 June 2025	400 kVA	88.2	61.8	26.4	Above 25 dB(A)

Readings of 20 December 2024 and 24 June 2025. Insertion loss is the drop in noise the closed canopy gives.

Figure 42

Every generator set cut noise by more than 25 dB(A) in both rounds, from 25.8 to 26.7 dB(A).

Insertion loss of each generator set against its requirement, dB(A), December 2024 and June 2025.



Insertion loss in dB(A), measured in December 2024 and June 2025.

Source: Table 17.13.

Table 17.14

Generator set noise with the canopy open and closed, December 2025 and March 2026

ROUND	GENERATOR SET	OPEN CANOPY AT 1.0 M, DB(A)	CLOSED CANOPY AT 1.0 M, DB(A)	CLOSED CANOPY LIMIT, DB(A)
December 2025	62.5 kVA	77.5	68.1	75
December 2025	380 kVA	86.5	59.8	75
December 2025	400 kVA	82.6	70.5	75
March 2026	62.5 kVA	97.3	71.9	75
March 2026	380 kVA	98.7	72.8	75
March 2026	400 kVA	98.7	72.6	75

Each value is a single reading. The limit applies to the closed-canopy reading; no limit applies to the open-canopy reading. The 380 kVA set gave the same readings in December 2025 as in June 2025.

Figure 43

Closed canopy noise at the generator sets stayed under the 75 dB(A) limit, at most 72.8 dB(A).

Closed canopy noise at 1.0 m against its limit, dB(A), December 2025 and March 2026.



Closed canopy at 1.0 m. The open canopy readings have no limit and are in the table.

Source: Table 17.14.

Table 17.15

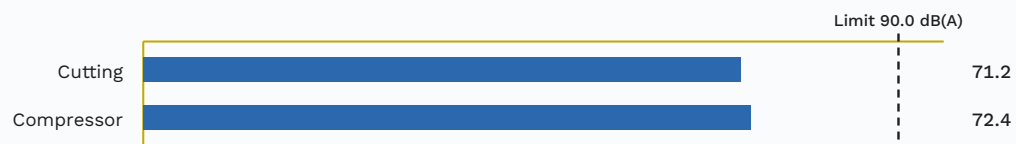
Work-zone noise, 14 March 2026

WORK ZONE, 14 MARCH 2026	NOISE LEVEL, DB(A)	LIMIT FOR 8 HOURS, DB(A)
Cutting	71.2	90.0
Compressor	72.4	90.0

Figure 44

Cutting and compressor noise, 71.2 and 72.4 dB(A), stayed well under the 90.0 limit in March 2026.

Work-zone noise against the 8 hour limit, dB(A), March 2026.



Source: Table 17.15.

Table 17.16

Workplace health and safety provisions

PROVISION	HOW WE APPLY IT
Types of hazard	We class hazards as physical, chemical, biological and environmental
Risk level	We rate each risk on impact and probability, each on four levels, and band the product as low, medium or high
Hierarchy of control	We eliminate, substitute, isolate, engineer out and apply administrative controls, and issue personal protective equipment last
Personal protective equipment	We provide it as needed at the company's own expense

Table 17.16 continues on the next page

Table 17.16, continued

PROVISION	HOW WE APPLY IT
Senior management representative	One senior manager answers for a safe and healthy workplace for all personnel
Health and safety committee	A balanced group of management representatives and workers
New, expectant and nursing mothers	We assess the workplace risk to them
Right to leave danger	All personnel may remove themselves from imminent serious danger without seeking permission
Welfare	Free access to clean toilets, potable water, a lunch room and a hygienic place for meal storage
Health and safety monitoring	We survey air, noise, light and drinking water

Table 17.17

Work-zone oxygen and carbon monoxide, June 2025 to March 2026

DATE SAMPLED	WORK ZONE	OXYGEN (%)	CARBON MONOXIDE	UNIT OF CARBON MONOXIDE
24 June 2025	Ground floor, cutting and bottom	21.1	21.8	ppm
24 June 2025	Building 3, cutting and bottom	20.8	21.4	ppm
24 June 2025	First floor, preparation and fitter	21.4	22.3	ppm
24 June 2025	Second floor, fitter and bottom	20.7	20.6	ppm
24 June 2025	Basement, Desma and packing	20.8	20.3	ppm
25 December 2025	Ground floor, cutting and bottom	20.5	19.8	mg/m3
25 December 2025	Building 3, cutting and bottom	22.1	20.6	mg/m3
25 December 2025	First floor, preparation and fitter	20.0	19.8	mg/m3
25 December 2025	Second floor, fitter and bottom	21.3	19.1	mg/m3
25 December 2025	Basement, Desma and packing	20.1	18.6	mg/m3
14 March 2026	Ground floor, cutting and bottom	20.3	18.3	mg/m3
14 March 2026	Building 3, ground floor, bottom	20.6	19.4	mg/m3
14 March 2026	Building 3, first floor, fitter	20.4	16.2	mg/m3
14 March 2026	First floor, preparation and fitter	21.3	18.4	mg/m3

Table 17.17 continues on the next page

Pollutants from the generator sets

The diesel burned in our generator sets gave 1,274.74 GJ of energy in FY 2025-26 (Table 16.1). Published United States EPA factors for uncontrolled diesel engines, applied to that energy, give 2,417.3 kg of oxides of nitrogen, 520.7 kg of carbon monoxide,

159.0 kg of oxides of sulphur and 169.9 kg of particulate matter (PM10), which is 3,266.9 kg together. Table 17.18 gives each weight with its factor, and Appendix B gives the method. The weights use the unrounded factors, so a weight can differ in its last digit from the printed factor times the energy.

PM2.5 97.1 $\mu\text{g}/\text{m}^3$ 25 to 26 December 2025, limit 60, Table 17.9	SO₂ 28.3 $\mu\text{g}/\text{m}^3$ 25 to 26 December 2025, limit 80, Table 17.9	NO₂ 43.9 $\mu\text{g}/\text{m}^3$ 25 to 26 December 2025, limit 80, Table 17.9	NH₃ 21.0 $\mu\text{g}/\text{m}^3$ 25 to 26 December 2025, limit 400, Table 17.9
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Table 17.17, continued

DATE SAMPLED	WORK ZONE	OXYGEN (%)	CARBON MONOXIDE	UNIT OF CARBON MONOXIDE
14 March 2026	Second floor, fitter and bottom	20.7	19.4	mg/m3
14 March 2026	Desma	20.1	18.6	mg/m3
All rounds	Minimum for oxygen	19.5%	Not applicable: the minimum is for oxygen alone	Not applicable: the minimum is for oxygen alone

Carbon monoxide is in ppm in the June 2025 round and in mg/m3 in the December 2025 and March 2026 rounds.

Table 17.18

Pollutant weights from the generator sets, FY 2025-26

POLLUTANT	FACTOR (KG PER GJ OF DIESEL ENERGY)	WEIGHT, FY 2025-26 (KG)
Oxides of nitrogen (NOx)	1.896	2,417.3
Carbon monoxide (CO)	0.409	520.7
Oxides of sulphur (SOx)	0.125	159.0
Particulate matter (PM10)	0.133	169.9
The four pollutants together	Sum of the four weights	3,266.9

The weights are for the diesel burned in the three generator sets in FY 2025-26, and use the unrounded factors.

<div>Monthly mean draw</div> <div>31.25 KL</div> <div>Groundwater, Table 17.4</div>	<div>Noise at cutting</div> <div>71.2 dB(A)</div> <div>14 March 2026, limit for 8 hours 90.0, Table 17.15</div>	<div>Noise at the compressor</div> <div>72.4 dB(A)</div> <div>14 March 2026, limit for 8 hours 90.0, Table 17.15</div>	<div>Insertion loss, 400 kVA</div> <div>26.4 dB(A)</div> <div>June 2025, Table 17.13</div>
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18

Materials, waste and circularity

We produced 1,446,865 pairs in FY 2025-26, and our total waste was 100,680.5 kg.

GRI 301, 306 | NGRBC Principle 6

18.1 Materials and chemicals

PU used

We used 670,638.84 kg of PU in FY 2025-26. PU use was 618,039.72 kg in FY 2022-23, 653,105.80 kg in FY 2023-24 and 641,709.32 kg in FY 2024-25. Table 18.1 sets the four years side by side.

Month by month

Table 18.2 gives the PU used in every month of the four years.

Recycled fabric

In March 2026 we received one roll of spacer knitted fabric, 91.5 m (137.25 sq m), with 60% recycled content. The roll weighed 33.9 kg net and 34.6 kg gross and arrived on 18 March 2026, and Table 18.3 gives it as received. It forms part of the recycled-content fabric we held at 31 March 2026 (Table 18.15).

Restricted substances

We hold the leather, synthetic, plastic, natural fibre, metal and rubber components we buy to limits for restricted substances. The limits cover heavy metals, nickel release from metal parts, azo-forming amines, formaldehyde, chromium VI in leather, PFOS and PFOA, volatile organic compounds, biocides and the pH of leather. Table 18.4 gives each substance group with the materials it covers.

Chemical handling

We protect employees, the premises and the environment from chemical risk through one practice that runs from purchase to the dispatch of empty containers. Chemicals and adhesives are bought from approved suppliers against a safety data sheet and kept in ventilated stores away from the production floor, behind a locked door and an authorised-entry list. Each container is dated on receipt and issued oldest first, and Table 18.5 sets out each stage.

18.2 Non-hazardous waste

Paper and carton

Paper came to 945 kg in FY 2022-23, 998 kg in FY 2023-24, 970 kg in FY 2024-25 and 1,025 kg in FY 2025-26. Carton came to 2,270 kg, 2,399 kg, 2,396 kg and 2,463 kg. In FY 2025-26 we record one dispatch of paper and carton a month, with its date and its weight in kg, and carton ranged from 175 kg in April 2025 to 235 kg in September 2025 and paper from 68 kg in July 2025 to 101 kg in June 2025. Table 18.6 gives paper and Table 18.7 gives carton for each month of the four years.

Leather cuttings

Leather cuttings came to 3,380 kg in FY 2022-23, 3,572 kg in FY 2023-24, 3,509 kg in FY 2024-25 and 3,668 kg in FY 2025-26. Our waste procedure sends leather cuttings to a recycler. In FY 2025-26 we record leather cuttings dispatch by dispatch, as we do paper and carton. Table 18.8 gives each month of the four years, and the 12 dispatches of FY 2025-26, one a month, ran from 265 kg in October 2025 to 342 kg in May 2025, with nine of the 12 at 290 kg or more. At each of these dispatches, our leather cuttings outweighed both the carton and the paper sent out on the same date.

18.3 Hazardous waste

Dated dispatches

Hazardous waste left our site on three dispatches in FY 2022-23, three in FY 2023-24, four in FY 2024-25 and four in FY 2025-26. Table 18.9 and Table 18.10 give every dispatch on its date, with the total for each year. The four dispatches of FY 2025-26 were on 30 May 2025, in June 2025, on 11 November 2025 and on 21 March 2026. The June 2025 dispatch, like the one of December 2024, is recorded by its month alone, and five of its seven streams carry the same quantities as the May 2025 dispatch: contaminated rags, lamps, e-waste, used oil and broken needles.

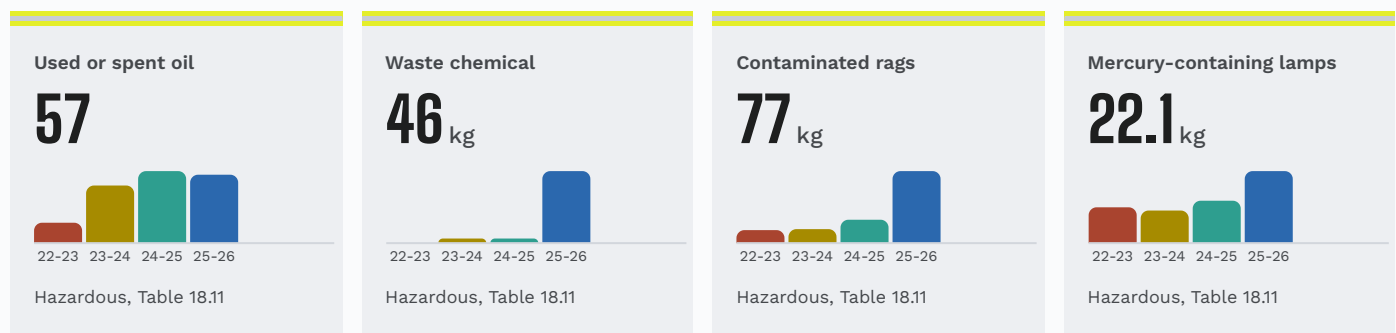


Table 18.1

PU used in production, FY 2022-23 to FY 2025-26

MEASURE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
PU used in production (kg)	618,039.72	653,105.80	641,709.32	670,638.84

Figure 45

PU used in production came to 670,638.84 kg in FY 2025-26, the year of this report.

PU used in production, kg, FY 2022-23 to FY 2025-26.



Source: Table 18.1.

Figure 46

PU used in production and total waste are set out for each of the four years.

PU, total waste and the streams of waste, FY 2022-23 to FY 2025-26.

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
PU used in production kg	618,039.72	653,105.80	641,709.32	670,638.84
Total waste kg	92,784.0	98,048.3	96,337.4	100,680.5
Paper kg	945	998	970	1,025
Carton kg	2,270	2,399	2,396	2,463
Leather cuttings kg	3,380	3,572	3,509	3,668
Hazardous waste dispatches number	3	3	4	4

Each row is on its own scale. Tables 18.11 and 18.1 give each year.

Source: Tables 18.11 and 18.1.

Table 18.2

PU used by month, FY 2022-23 to FY 2025-26

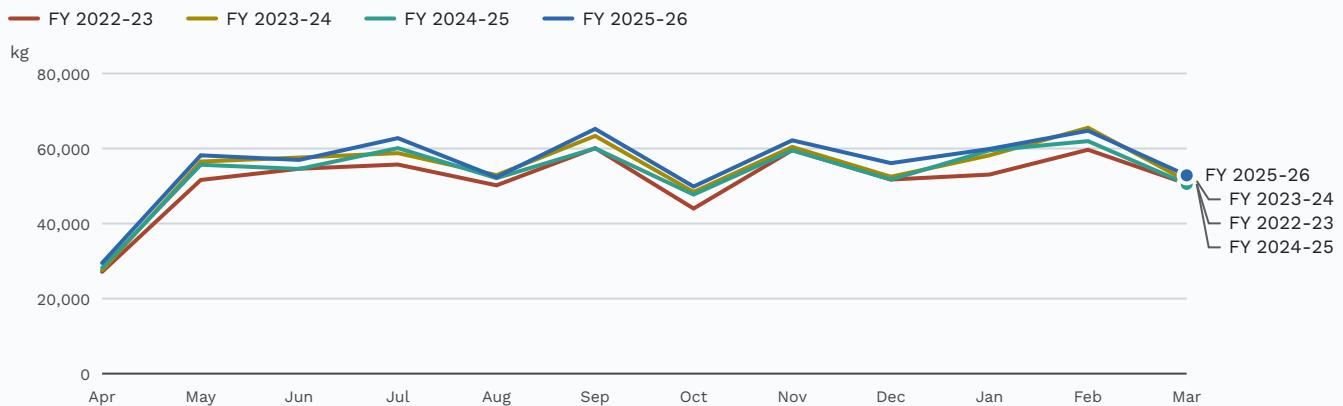
PU USED (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	27,170.1	27,549.1	28,223.5	29,487.5
May	51,613	56,520	55,676	58,170
June	54,598.5	57,574.6	54,533.9	56,976.3
July	55,714	58,750	60,099	62,791
August	50,182.1	52,917.4	52,127.6	52,367.5
September	60,099.0	63,374.8	60,027.9	65,224.9
October	44,017.3	48,434.8	47,711.9	49,848.7
November	59,586	60,417	59,516	62,181
December	51,706.88	52,505.79	51,722.18	56,117.06
January	53,049.50	58,178.68	59,514.66	59,877.16
February	59,668.26	65,542.26	61,981.53	64,757.48
March	50,635.08	51,341.37	50,575.15	52,840.24
Year total	618,039.72	653,105.80	641,709.32	670,638.84

Figures may not add to the total because of rounding.

Figure 47

PU use was lowest in April and highest in September in FY 2025-26, 29,487.5 to 65,224.9 kg.

PU used by month, kg, FY 2022-23 to FY 2025-26.



Source: Table 18.2.

Table 18.3

Spacer knitted fabric received, March 2026

MATERIAL RECEIVED	DATE RECEIVED	LENGTH	AREA	NET WEIGHT	GROSS WEIGHT	RECYCLED CONTENT
Spacer knitted fabric, one roll	18 March 2026	91.5 m	137.25 sq m	33.9 kg	34.6 kg	60%

Table 18.4

Restricted substance limits for materials

SUBSTANCE GROUP	MATERIALS IT APPLIES TO
Cadmium, lead and soluble heavy metals	Leather, synthetics, plastic components, natural fibres and rubber
Nickel release	Metal parts
Azo-forming amines and carcinogenic dyes	Leather, synthetics, natural fibres
Formaldehyde, with separate limits for children's and adults' footwear	Leather, synthetics and natural fibres
Chromium VI after ageing	Leather
PFOS and PFOA	Leather, synthetics and natural fibres
Volatile organic compounds, including benzene	Leather, synthetics, plastic components and natural fibres
Biocides, 2-mercaptobenzothiazole and organotin compounds	Leather, synthetics, natural fibres and rubber
pH value	Leather, synthetics and natural fibres
Odour, corrosion of metal parts and glue composition	Finished components

Substance groups the company restricts in the materials it buys.

Table 18.5

How we handle chemicals

STAGE	WHAT WE DO
Purchase	We buy chemicals, adhesives, polishes and finishers from approved suppliers and take the safety data sheet with each new item
Storage	Chemicals and adhesives stay in stores built away from the production floor, ventilated, labelled and fitted with spill trays or secondary containers
Access	Only authorised personnel enter, the list is displayed at the store and the stores are locked in and out of production hours
Stock rotation	Each container is dated on receipt and issued oldest first, with the number issued and the date of issue noted
Use on the floor	Production heads study each safety data sheet, teach workers the hazards, display instructions and label containers in Hindi, and keep dispensers closed when not in use
Empty containers	Containers of 1 L to 20 L leave on our dated hazardous waste dispatches
Spills	A spill procedure applies in the stores and on the floor

Table 18.6

Paper by month, FY 2022-23 to FY 2025-26

PAPER (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	84	85	87	91
May	86	94	93	97
June	97	102	97	101
July	60	64	65	68

Table 18.6 continues on the next page

Table 18.6, continued

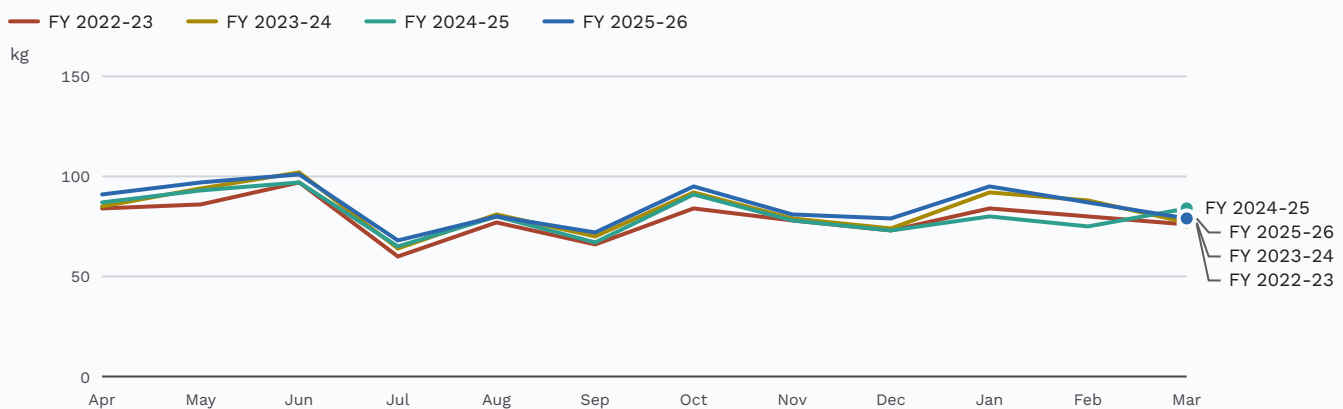
PAPER (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
August	77	81	80	80
September	66	70	67	72
October	84	92	91	95
November	78	79	78	81
December	73	74	73	79
January	84	92	80	95
February	80	88	75	87
March	76	77	84	79
Year total	945	998	970	1,025

Figures may not add to the total because of rounding.

Figure 48

Paper was lowest in July and highest in June in FY 2025-26, 68 to 101 kg.

Paper by month, kg, FY 2022-23 to FY 2025-26.



Source: Table 18.6.

Table 18.7

Carton by month, FY 2022-23 to FY 2025-26

CARTON (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	161	164	168	175
May	178	196	193	201
June	187	197	187	195
July	195	206	212	220
August	201	213	210	210
September	216	229	217	235
October	170	187	185	192
November	194	198	195	203

Table 18.7 continues on the next page

Table 18.7, continued

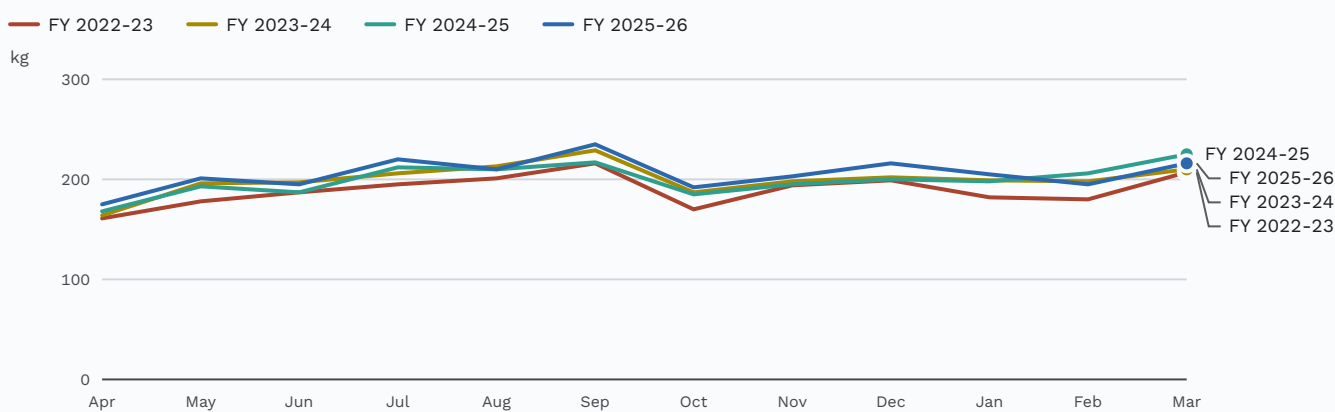
CARTON (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
December	199	202	200	216
January	182	199	198	205
February	180	198	206	195
March	207	210	225	216
Year total	2,270	2,399	2,396	2,463

Figures may not add to the total because of rounding.

Figure 49

Carton was lowest in April and highest in September in FY 2025-26, 175 to 235 kg.

Carton by month, kg, FY 2022-23 to FY 2025-26.



Source: Table 18.7.

Table 18.8

Leather cuttings by month, FY 2022-23 to FY 2025-26

LEATHER CUTTINGS (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	304	309	316	330
May	303	333	327	342
June	292	309	292	305
July	257	272	277	290
August	260	275	271	272
September	290	307	290	315
October	234	258	254	265
November	297	302	297	310
December	274	279	275	298
January	253	278	284	286

Table 18.8 continues on the next page

Stream by stream

Waste chemical came to 0 kg in FY 2022-23, 3 kg in FY 2023-24 and FY 2024-25, and 46 kg in FY 2025-26.

Contaminated cotton rags and other cleaning materials came to 14 kg, 15 kg, 25 kg and 77 kg over the four years, mercury-containing lamps to 11.0 kg, 10.0 kg,

Table 18.8, continued

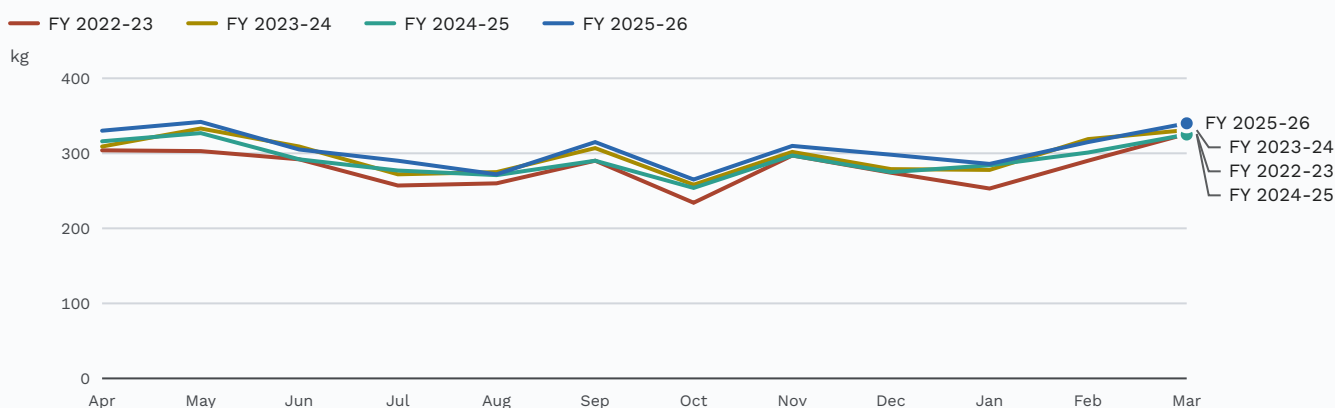
LEATHER CUTTINGS (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
February	290	319	301	315
March	326	331	325	340
Year total	3,380	3,572	3,509	3,668

Figures may not add to the total because of rounding.

Figure 50

Leather cuttings were lowest in October and highest in May in FY 2025-26, 265 to 342 kg.

Leather cuttings by month, kg, FY 2022-23 to FY 2025-26.



Source: Table 18.8.

13.0 kg and 22.1 kg, and e-waste to 3 kg, 8 kg, 15 kg and 29 kg. Our 21 March 2026 dispatch held the most contaminated rags, waste chemical and lamps of the four dispatches of FY 2025-26 in Table 18.9, at 68.5 kg, 21 kg and 8.1 kg. Our e-waste was highest in November 2025, at 14 kg.

Authorised disposal

We hand our hazardous waste to an authorised disposer, Bharat Oil and Waste Management Ltd, whose facilities at Kanpur Dehat and at Sahibabad, Ghaziabad, are authorised by the Uttar Pradesh Pollution Control Board. The agreement sets used oil and empty barrels of 200 to 220 litres for recycling or refining. It names incineration, pre-processing, co-processing and landfill as the modes of final disposal for the other hazardous streams and sets the mode by the characteristics of each waste, so it does not fix a route for each stream. Our membership of a common hazardous waste facility at Kanpur Dehat in Uttar Pradesh, for the safe, legal and scientific disposal of hazardous waste, ran until 20 December 2025. Our

disposal agreement with Bharat Oil and Waste Management Ltd, signed in December 2022 for five years, stayed in force for all four dispatches of FY 2025-26. The pollution control requirements for our site also call for hazardous waste to be analysed at least once in three months and for the Hazardous and Other Wastes Rules, 2016 to be followed.

Oil, needles and drums

Used oil came to 17 litres in FY 2022-23, 48 litres in FY 2023-24, 60 litres in FY 2024-25 and 57 litres in FY 2025-26. Broken needles came to 2.0 kg, 3.8 kg, 4.0 kg and 47.4 kg, and empty drums and containers to 0.0 kg, 7.0 kg, 9.0 kg and 42.8 kg. In FY 2025-26 our used or spent oil dispatches were 15 litres in May and June 2025, 2 litres in November 2025 and 25 litres in March 2026. Broken needle dispatches were 10 kg in May and June 2025, 23.9 kg in November 2025 and 3.5 kg in March 2026, and empty drums and containers came to 15 kg in May 2025, 5 kg in June 2025, 10.8 kg in November 2025 and 12 kg in March 2026. Table 18.10 gives these entries by dispatch.

Carton came to 2,270 kg, 2,399 kg, 2,396 kg and 2,463 kg.

Table 18.9

Hazardous waste dispatched, four streams, FY 2022-23 to FY 2025-26

DISPATCH	FINANCIAL YEAR	WASTE CHEMICAL (KG)	CONTAMINATED COTTON RAGS AND OTHER CLEANING MATERIALS (KG)	FLUORESCENT AND OTHER MERCURY-CONTAINING LAMPS (KG)	E-WASTE, ELECTRICAL AND ELECTRONIC (KG)
20 July 2022	FY 2022-23	0	6	6	1
6 December 2022	FY 2022-23	0	3	3	2
4 March 2023	FY 2022-23	0	5	2	0
Total for the year	FY 2022-23	0	14	11.0	3
11 August 2023	FY 2023-24	0	4.95	5	0
23 December 2023	FY 2023-24	1	7	3	5
18 March 2024	FY 2023-24	2	3	2	3
Total for the year	FY 2023-24	3	15	10.0	8
17 June 2024	FY 2024-25	0	10	3	0
12 September 2024	FY 2024-25	3	2	0	5
December 2024	FY 2024-25	0	10	5	7
18 March 2025	FY 2024-25	0	3	5	3
Total for the year	FY 2024-25	3	25	13.0	15
30 May 2025	FY 2025-26	0	2.5	4.5	4.5
June 2025	FY 2025-26	15	2.5	4.5	4.5
11 November 2025	FY 2025-26	10	3.5	5	14
21 March 2026	FY 2025-26	21	68.5	8.1	6
Total for the year	FY 2025-26	46	77	22.1	29

Figures may not add to the total because of rounding.

PU use was 618,039.72 kg in FY 2022-23, 653,105.80 kg in FY 2023-24 and 641,709.32 kg in FY 2024-25.

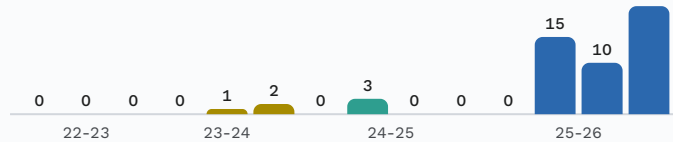
Figure 51

Contaminated rags peaked at 68.5 kg on 21 March 2026, against 10 kg or less at every other dispatch.

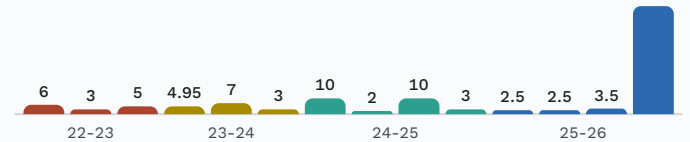
Hazardous waste dispatched, four streams, kg, July 2022 to March 2026.

FY 2022-23 FY 2023-24 FY 2024-25 FY 2025-26

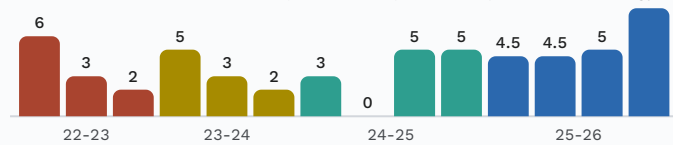
Waste chemical, kg



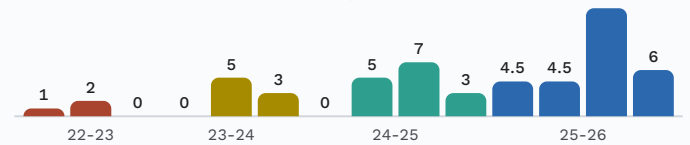
Contaminated cotton rags and other cleaning materials, kg



Fluorescent and other mercury-containing lamps, kg



E-waste, electrical and electronic, kg



One column is one dispatch, in date order from July 2022. The dates are in the table.

Source: Table 18.9.

Table 18.10

Used oil, broken needles and empty drums dispatched, FY 2022-23 to FY 2025-26

DISPATCH	FINANCIAL YEAR	USED OR SPENT OIL (LITRES)	BROKEN NEEDLES (KG)	EMPTY DRUMS AND CONTAINERS, 1 L TO 20 L (KG)
20 July 2022	FY 2022-23	0	1	0
6 December 2022	FY 2022-23	10	1	0
4 March 2023	FY 2022-23	7	0	0
Total for the year	FY 2022-23	17	2.0	0.0
11 August 2023	FY 2023-24	19	1.8	0
23 December 2023	FY 2023-24	19	1	2
18 March 2024	FY 2023-24	10	1	5
Total for the year	FY 2023-24	48	3.8	7.0
17 June 2024	FY 2024-25	5	0	5
12 September 2024	FY 2024-25	5	2	0
December 2024	FY 2024-25	15	0	0
18 March 2025	FY 2024-25	35	2	4
Total for the year	FY 2024-25	60	4.0	9.0
30 May 2025	FY 2025-26	15	10	15

Table 18.10 continues on the next page

Table 18.10, continued

DISPATCH	FINANCIAL YEAR	USED OR SPENT OIL (LITRES)	BROKEN NEEDLES (KG)	EMPTY DRUMS AND CONTAINERS, 1 L TO 20 L (KG)
June 2025	FY 2025-26	15	10	5
11 November 2025	FY 2025-26	2	23.9	10.8
21 March 2026	FY 2025-26	25	3.5	12
Total for the year	FY 2025-26	57	47.4	42.8

Figures may not add to the total because of rounding. Where the day of a dispatch is not known, it is named by its month.

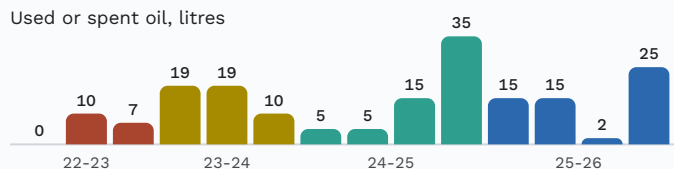
Figure 52

Broken needles reached 23.9 kg on 11 November 2025, against 10 kg or less at each earlier dispatch.

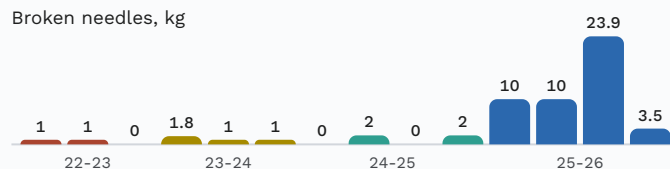
Used oil, broken needles and empty drums dispatched, July 2022 to March 2026.

FY 2022-23 FY 2023-24 FY 2024-25 FY 2025-26

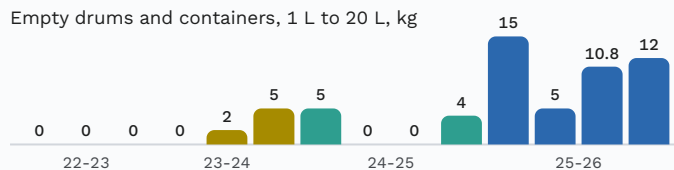
Used or spent oil, litres



Broken needles, kg



Empty drums and containers, 1 L to 20 L, kg



One column is one dispatch, in date order from July 2022. The dates are in the table.

Source: Table 18.10.

18.4 Streams, records and training

Why it matters

Chemicals, materials and hazardous waste is a Core topic in our materiality assessment, with high impact and high external expectation (Section 13). We record the pairs we produce each month and each hazardous waste dispatch with its date. Total waste came to 69.6 kg per 1,000 pairs produced in FY 2025-26 (Table 16.16).

Waste streams

Our non-hazardous streams are paper, carton and leather cuttings, and our hazardous streams are used or spent oil, waste chemical, contaminated rags,

lamps, broken needles, e-waste, and empty drums and containers. Each hazardous stream leaves our premises on a dated dispatch that we record. Table 18.16 gives the route of each stream. Table 18.11 gives each stream with its class for the four years, with total waste in its first row and the number of hazardous dispatches in its last.

Streams in FY 2025-26

Total waste was 92,784.0 kg in FY 2022-23, 98,048.3 kg in FY 2023-24, 96,337.4 kg in FY 2024-25 and 100,680.5 kg in FY 2025-26. In FY 2025-26 paper was 1,025 kg, carton 2,463 kg and leather cuttings 3,668 kg. Among the hazardous streams, broken needles were 47.4 kg, empty drums and containers 42.8 kg and waste chemical 46 kg, and used oil was 57 litres.

Table 18.11

Waste by stream, FY 2022-23 to FY 2025-26

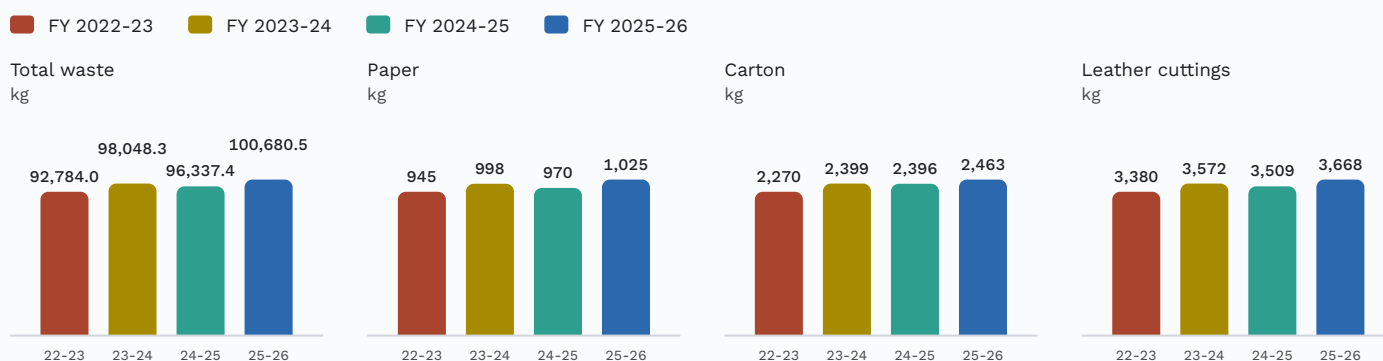
MEASURE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	CLASS
Total waste (kg)	92,784.0	98,048.3	96,337.4	100,680.5	All streams
Paper (kg)	945	998	970	1,025	Non-hazardous
Carton (kg)	2,270	2,399	2,396	2,463	Non-hazardous
Leather cuttings (kg)	3,380	3,572	3,509	3,668	Non-hazardous
Used or spent oil (litres)	17	48	60	57	Hazardous
Waste chemical (kg)	0	3	3	46	Hazardous
Contaminated cotton rags and other cleaning materials (kg)	14	15	25	77	Hazardous
Fluorescent and other mercury-containing lamps (kg)	11.0	10.0	13.0	22.1	Hazardous
Broken needles (kg)	2.0	3.8	4.0	47.4	Hazardous
E-waste, electrical and electronic (kg)	3	8	15	29	Hazardous
Empty drums and containers, 1 L to 20 L (kg)	0.0	7.0	9.0	42.8	Hazardous
Hazardous waste dispatches (number)	3	3	4	4	Hazardous

Total waste stands beside the streams listed under it, never added to them.

Figure 53

Total waste came to 100,680.5 kg in FY 2025-26, the year of this report.

Total waste, paper, carton and leather cuttings, kg, FY 2022-23 to FY 2025-26.



Each panel has its own scale, in kg. The streams stand beside total waste, never added to it.

Source: Table 18.11.

Total waste

We also record total waste each month, a figure kept apart from the dispatches above. Total waste was highest in October and lowest in March in FY 2025-26, at 9,766.1 kg and 5,192.5 kg (Table 18.12).

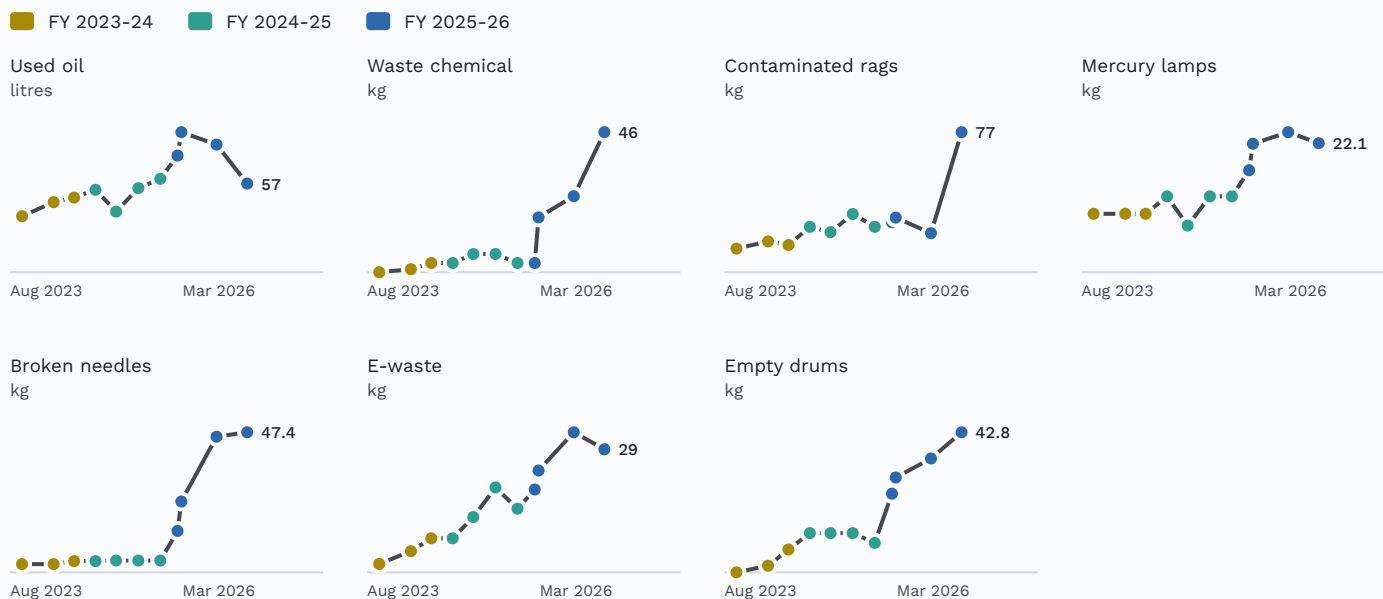
Training on waste and chemicals

We planned training for every department on waste management, general housekeeping and waste management, chemical management, storage and handling, the harmful nature of substances, safe chemical handling and MSDS. We also plan training for all departments on handling hazardous substances. Table 18.13 lists the planned environment and chemical sessions with their dates.

Figure 54

Each hazardous stream is drawn as a rolling twelve-month total of its dated dispatches, to March 2026.

Hazardous waste dispatched in the twelve months to each dispatch, by stream, August 2023 to March 2026.



Each point is the quantity dispatched in the twelve months up to and including that dispatch, in the colour of its financial year. The lines start at August 2023, twelve months after the first dispatch in July 2022. The end value is the FY 2025-26 figure. Each panel has its own scale.

Source: Tables 18.9, 18.10 and 18.11.

Table 18.12

Total waste by month, FY 2022-23 to FY 2025-26 (kg)

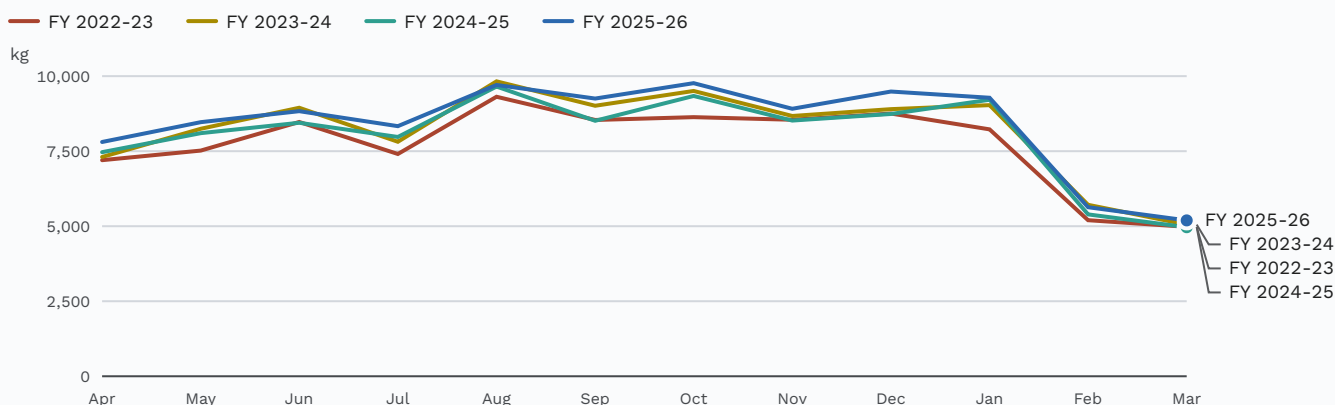
TOTAL WASTE (KG)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	7,200.84	7,309.71	7,467.84	7,807.42
May	7,522.37	8,246.98	8,101.34	8,469.72
June	8,471.87	8,943.94	8,448.07	8,832.21
July	7,403.72	7,816.27	7,973.55	8,336.12
August	9,310.1	9,828.9	9,655.3	9,706.1
September	8,537.1	9,012.8	8,513.1	9,256.2
October	8,632.0	9,509.3	9,341.3	9,766.1
November	8,547.0	8,676.3	8,523.0	8,910.6
December	8,752.2	8,897.7	8,740.6	9,489.5
January	8,228.5	9,034.5	9,216.3	9,278.5
February	5,197.7	5,715.9	5,390.4	5,635.5
March	4,980.6	5,056.0	4,966.6	5,192.5
Year total	92,784.0	98,048.3	96,337.4	100,680.5

Figures may not add to the total because of rounding. Total waste is recorded month by month, apart from the dispatches of each stream.

Figure 55

Total waste was lowest in March and highest in October in FY 2025-26, 5,192.5 to 9,766.1 kg.

Total waste by month, kg, FY 2022-23 to FY 2025-26.



Source: Table 18.12.

Table 18.13

Planned environment and chemical training sessions, FY 2025-26

SESSION	DATES
PPE and safe use of chemicals	12 April, 10 July and 7 October 2025
General awareness on chemical management	7 June, 5 September and 3 December 2025
Storage and handling	17 May, 14 August and 12 November 2025
Harmful nature of substances	20 May, 18 August and 14 November 2025
Environment management	21 May, 18 August and 15 November 2025
Safe chemical handling, uses and storage	9 June, 6 September and 4 December 2025
MSDS	16 June, 13 September and 11 December 2025
General housekeeping and waste management	21 June, 19 September and 18 December 2025
Chemical spill drill	21 April, 19 July and 16 October 2025
Energy and water conservation, all departments	14 October 2025
GRS and RCS awareness training programme	28 October 2025
Waste management training	29 October 2025

Dates are sessions we planned for the reporting year.

Waste in kilograms, FY 2025-26

The six hazardous streams recorded in kilograms came to 264.3 kg in FY 2025-26, and used oil, which we record in litres, stayed apart at 57 litres. Paper, carton and leather cuttings dispatched came to 7,156 kg. Table 18.14 gives the three measures.

Recycled fabric in stock

At 31 March 2026 we held 256.99 sq m of 240 GSM fabric with 60% recycled content (Table 18.15). The

spacer knitted fabric roll of 137.25 sq m received in March 2026 (Table 18.3) is part of that stock, and the other 119.74 sq m came from earlier receipts.

18.5 Where our waste goes

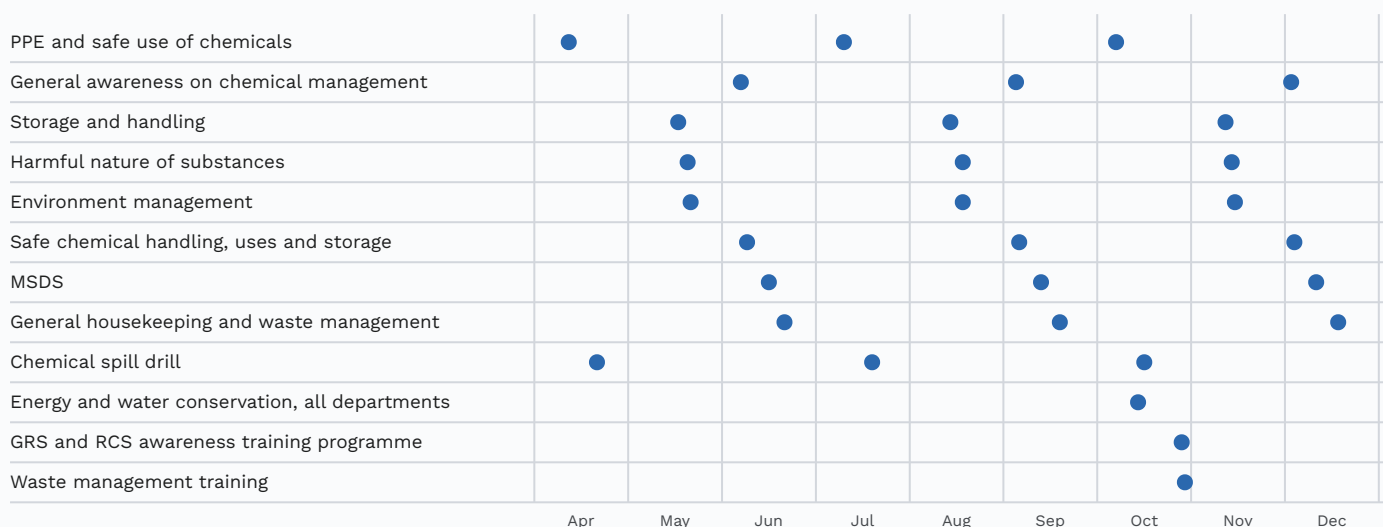
Routes by stream

Our hazardous waste agreement sets used oil and empty barrels of 200 to 220 litres for recycling or re-finishing.

Figure 56

We planned twelve environment and chemical training sessions, nine of them on three dates each.

Planned environment and chemical training dates, FY 2025-26.



Source: Table 18.13.

Table 18.14

Hazardous waste in kilograms and non-hazardous waste dispatched, FY 2025-26

MEASURE	FY 2025-26
Hazardous waste, the six streams recorded in kilograms (kg)	264.3
Used or spent oil, kept apart (litres)	57
Paper, carton and leather cuttings dispatched (kg)	7,156

Used oil is recorded in litres and is not added to the kilograms of hazardous waste.

Table 18.15

Recycled-content fabric in stock, at 31 March 2026

MATERIAL IN STOCK	RECYCLED CONTENT	AREA, AT 31 MARCH 2026
Fabric, 240 GSM, all receipts	60%	256.99 sq m
Of which the roll received in March 2026	60%	137.25 sq m
Of which received before March 2026	60%	119.74 sq m

The roll received in March 2026 is the one in Table 18.3.

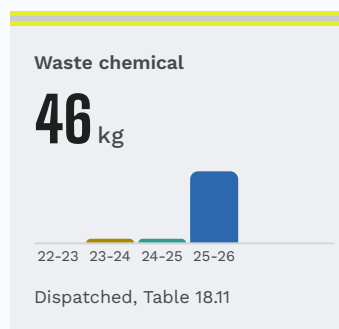
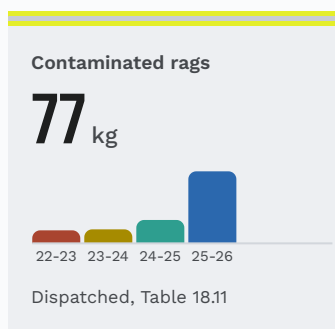
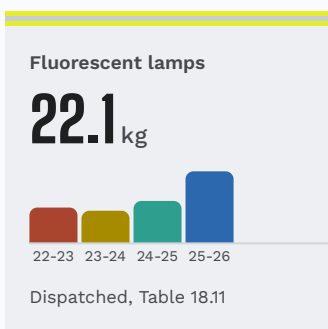
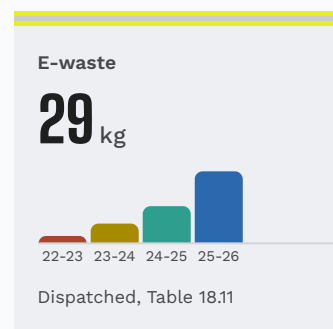
Every hazardous stream, including waste chemical, contaminated rags, lamps, e-waste, broken needles and empty drums and containers, leaves on our dated dispatches to the authorised disposer, which sets the mode of treatment and disposal by the characterist-

ics of the waste. Our waste procedure sends leather cuttings to a recycler, paper, carton and plastic to a recycler or the municipal waste collection, and canteen and kitchen waste to a piggery farm. Table 18.16 sets out each stream.

Table 18.16

Where each waste stream goes

STREAM	WHERE IT GOES
Used oil	Recycling or refining, as our hazardous waste agreement sets
Empty barrels of 200 to 220 litres	Recycling or refining, as our hazardous waste agreement sets
Waste chemical, contaminated rags, lamps, e-waste, broken needles, empty drums and containers	Leave on our dated dispatches to the authorised disposer, which sets the mode of treatment and disposal by the characteristics of the waste: incineration, pre-processing, co-processing or landfill
Leather cuttings	Our waste procedure sends them to a recycler
Paper, carton and plastic	Our waste procedure sends them to a recycler or the municipal waste collection
Canteen and kitchen waste	Our waste procedure sends it to a piggery farm



19

Our people

Our workforce counted 705 in April 2023, 745 in November 2023, 732 in March 2025 and 765 in November 2025.

GRI 2-7, 2-8, 401, 405 | NGRBC Principle 3

19.1 Our workforce

Headcount

Our total manpower for the month of March 2025, the month before the year began, was 732 people: 42 senior staff, 496 employees and 194 contract workers (Table 19.1). Men made up 730 of the total and women 2, and 1 of the 42 senior staff was a woman. This count has its own date and scope, and the 765 workers below were counted at a different date.

Workers on site

At the November 2025 audit, 765 workers were on site: 560 employees on our payroll and 205 agency or subcontracted workers (Table 19.2). Employees were 73.2% of the workforce and agency workers 26.8%. We held no temporary, seasonal, self-employed or home-based workers, and no apprentices, trainees or interns, on that date.

Of the 765 workers, 87 were aged 18 to 24 and none was under 18, and every worker was an Indian national. None of the 3 employees in management positions at the November 2025 audit, directors not included, was a woman. Of the rest, 25 were supervisors or team leaders and 67 were administrative staff, 2 of them women. We paid 116 workers at piece rate and 649 as salaried staff, and all 765 were paid monthly (Table 19.3). In the last full quarter before the audit, worker turnover was 2.0% and absenteeism 8.0%.

Our top management owns the social policy and objectives, and compliance accountability rests with senior management. Each function carries a defined share of the duties toward our people, from approving how the system works to raising awareness among workers (Table 19.4). The management representative establishes and maintains the social management

system and organises training for new and existing employees.

19.2 Who works at our premises

Employees and contract staff

Every employee is given the terms of employment in a language they understand. We engage 205 agency workers through 30 labour contractors and 4 service providers, and our security and housekeeping staff come through licensed labour agencies. The November 2025 audit included every agency worker in its review.

Any business entity that supplies labour to us is bound by the same rule as our own hiring: no original document or deposit is retained. No work is done outside our factory by job workers or home-based workers (Table 19.5).

19.3 Hiring and terms of employment

How we hire

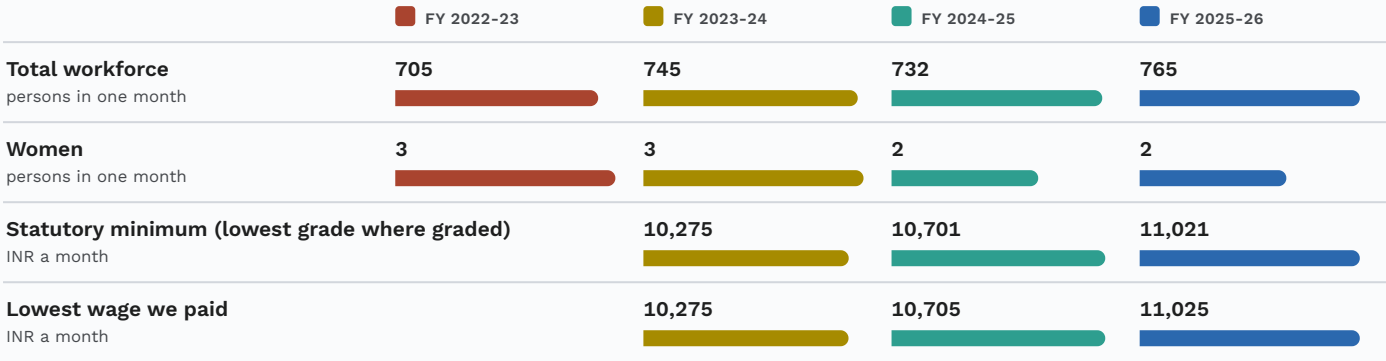
We recruit from the widest possible pool of applicants, use alternative media to reach each audience and encourage people of diverse background and experience. At appointment we take proof of age and photocopies of identity, education and experience documents, checked against the originals where the designated authority requires. No worker pays a recruitment fee or cost.

We explain the wage structure and its composition to each worker at appointment and issue a salary slip with every payment. Wages are paid monthly by digital transfer, with no payment in kind. Workers may leave the premises after duty hours and may end employment at will on 30 days notice (Table 19.6).

Figure 57

Our workforce counted 705, 745, 732 and 765 across four years, and women numbered 3, 3, 2 and 2.

People across four years, FY 2022-23 to FY 2025-26



Workforce counts are one month's count for each year; wages are those at the dates in Tables 19.11 and 19.12. FY 2022-23 has no wage figure.
Source: Tables 19.11 and 19.12.

Table 19.1

Manpower by group and gender, March 2025

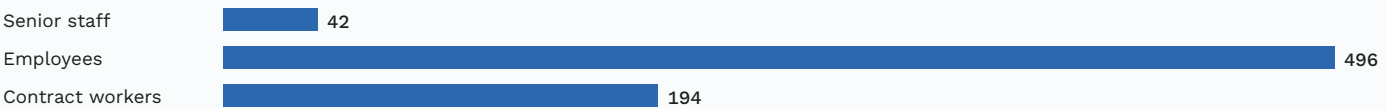
GROUP	MANPOWER	MEN AND WOMEN
Senior staff	42	41 men and 1 woman
Employees	496	Men and women
Contract workers	194	194 men
Total manpower	732	730 men and 2 women

Manpower for the month of March 2025, the month before FY 2025-26 began. It is a different date and scope from the 765 workers counted at the November 2025 audit, who were 560 employees and 205 agency workers.

Figure 58

Our manpower for the month of March 2025 was 732: 42 senior staff, 496 employees and 194 contract workers.

People, March 2025



Total manpower for the month of March 2025: 732, 730 men and 2 women.

Source: Table 19.1.

19.4 Working time, pay and benefits



Working time

Our regular working week is 48 hours, excluding over-time, with one weekly off. Overtime is voluntary, workers may refuse it and it is paid at 200% of the standard wage (Table 19.7). At the November 2025

audit, overtime ran to at most 2 hours a day, 4 hours a week and 6 hours a month, within legal limits. We keep overtime to at most 12 hours a week and 100 hours a quarter (Table 19.7). The average week including overtime was 49 hours, and the longest in the audit sample was 52 hours. Every shift has a meal break of at least 30 minutes and two 15 minute tea breaks, and we capture each worker's in and out times electronically.

Table 19.2

Workers on site at the November 2025 audit, by type

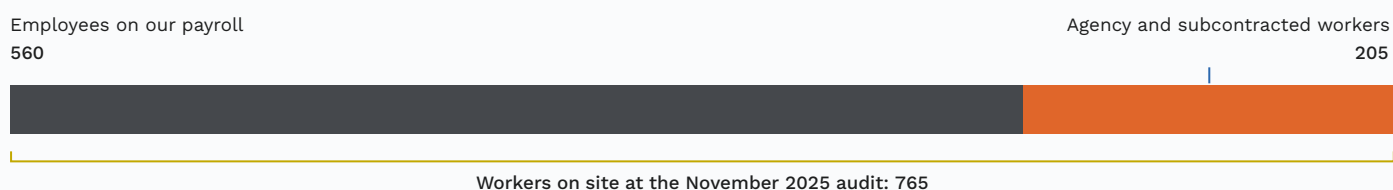
TYPE OF WORKER	MEN	WOMEN	TOTAL	SHARE OF WORKFORCE
Employees on our payroll	558	2	560	73.2%
Agency and subcontracted workers	205	0	205	26.8%
Temporary, seasonal, self-employed and home-based workers, apprentices, trainees and interns	0	0	0	0%
Total workforce on site	763	2	765	100%

Workers on site at the November 2025 SMETA 4-pillar audit: 560 employees and 205 agency workers.

Figure 59

At the November 2025 audit, 765 workers were on site: 560 employees and 205 agency and subcontracted workers.

Workers on site, November 2025 audit



Share of the workforce: 73.2% employees, 26.8% agency and subcontracted workers.

Source: Table 19.2.

Table 19.3

Roles, age, pay, turnover and absenteeism at the November 2025 audit

MEASURE	MEN	WOMEN	TOTAL
Employees in management positions	3	0	3
Supervisors and team leaders	25	0	25
Administrative staff	65	2	67
Workers aged 18 to 24	87	0	87
Workers aged 15 to 17	0	0	0
Workers under 15	0	0	0
Workers paid at piece rate	116	0	116
Salaried workers	647	2	649
Workers paid monthly	763	2	765
Worker turnover in the last full quarter (90 days) before the audit	2.0%	0%	2.0%
Absenteeism in the last full quarter (90 days) before the audit	8.0%	0%	8.0%

Counts are as at the November 2025 SMETA 4-pillar audit; the youngest worker was 19 years old.

Pay

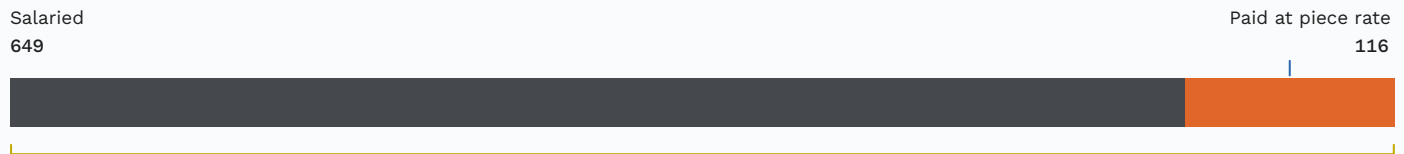
From 1 October 2025 the statutory minimum for unskilled work in Uttar Pradesh was INR 11,021 a month,

and we paid INR 11,025. For semi-skilled work the minimum was INR 12,123 against our INR 12,125, and for skilled work INR 13,580 against INR 13,580 (Table 19.8). We make no wage deduction for discipline.

Figure 60

Of 765 workers paid monthly, 649 are salaried and 116 are paid at piece rate.

Workers paid monthly, November 2025 audit



Workers paid monthly: 765

Source: Table 19.3.

Table 19.4

Responsibilities toward our people, by function

FUNCTION	DUTIES TOWARD OUR PEOPLE
Top management	Defines the social policy and objectives; maintains and improves the social management system
Head of HR and administration	Approves how the social management system works; appoints the management representative; conducts the management review; provides resources
Management representative	Establishes and maintains the social management system; organises training for new and existing employees; conducts internal audits; reports on system performance once in six months
Operations head	Day-to-day functioning; corrective and preventive action at operational level
Production head	Upkeep of the plant; health and safety compliance; risk evaluation and preventive measures
Purchase head	Social requirements at suppliers, subcontractors and sub-suppliers
Worker representatives	Communication with senior management on social matters; awareness among workers
Social performance team	Risk assessments of each labour element; monitoring of compliance; internal audits; reports to senior management

Table 19.5

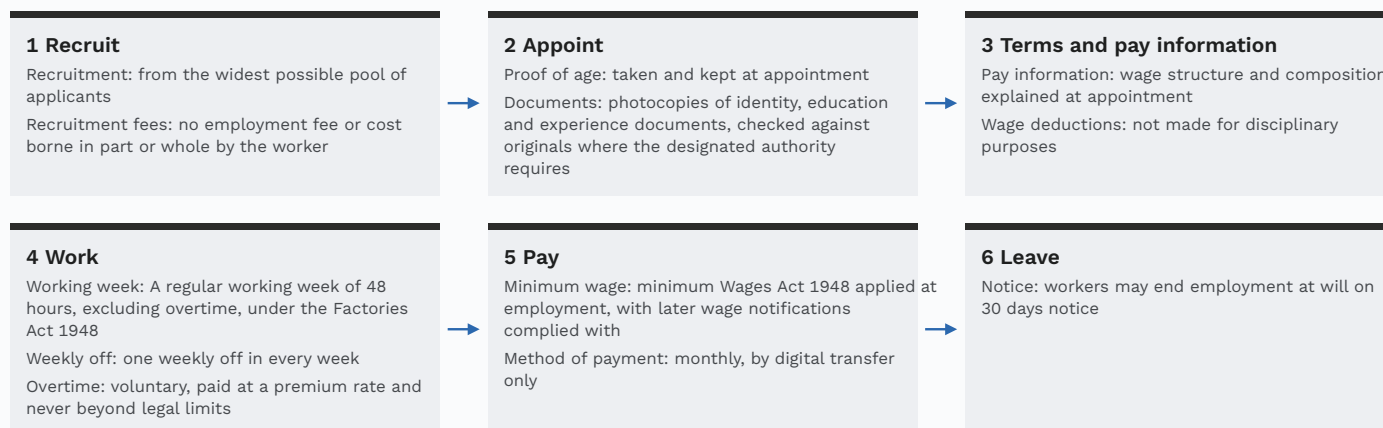
Groups of workers and how we engage and protect each, FY 2025-26

GROUP	HOW WE ENGAGE AND PROTECT THEM
Employees	The terms of employment given in a language the worker understands; 560 employees at the November 2025 audit
Agency and subcontracted workers	205 workers through 30 labour contractors and 4 service providers; every agency worker was within the scope of the November 2025 audit
Security and housekeeping staff	Engaged through licensed labour agencies; all legal and statutory requirements fulfilled for the contract
Labour from another business entity	Bound by the same rule on original documents and deposits as our own hiring
Job workers and home-based workers	No work is done outside the factory by job workers or home-based workers
Home workers at suppliers	Protection substantially equivalent to that of our own workers; we take a social commitment from suppliers and visit them regularly, and none uses home workers
Migrant and foreign workers	None; every worker is an Indian national and none is a migrant worker
Worker representatives	Freely elected by the workers; the latest election was held on 15 April 2025

Figure 61

Workers are paid by digital transfer, work a regular 48 hour week and may leave on 30 days notice.

Terms of employment, from recruitment to leaving



Each step reads from the terms of employment in Table 19.6.

Source: Table 19.6.

Table 19.6

Terms of employment we apply

TERM	WHAT WE DO
Recruitment	From the widest possible pool of applicants; people of diverse background and experience encouraged; alternative media used to reach each audience
Proof of age	Taken and kept at appointment
Documents	Photocopies of identity, education and experience documents, checked against originals where the designated authority requires; no original document or deposit retained
Recruitment fees	No employment fee or cost borne in part or whole by the worker; none charged
Notice	Workers may end employment at will on 30 days notice
Working week	A regular working week of 48 hours, excluding overtime, under the Factories Act 1948
Weekly off	One weekly off in every week
Overtime	Voluntary, paid at a premium rate and never beyond legal limits
Minimum wage	Minimum Wages Act 1948 applied at employment, with later wage notifications complied with
Basic needs	Minimum basic needs met with some discretionary income
Wage deductions	Not made for disciplinary purposes
Pay information	Wage structure and composition explained at appointment; a salary slip with every payment
Method of payment	Monthly, by digital transfer only; no payment in kind

We contribute to the provident fund and to state insurance for every employee under the wage limits, pay an annual bonus of 8.33% of earned wage and provide free transport (Table 19.9). Employees outside

the state insurance scheme are covered under an accident policy. Our welfare facilities and our risk assessment for new, expectant and nursing mothers sit with our health and safety measures in Section 20.

Table 19.7

Working time and overtime, FY 2025-26

MEASURE	HOURS OR PERCENTAGE
Regular working week, excluding overtime (hours)	48
Overtime premium on the standard wage	200%
Overtime at the November 2025 audit	Within legal limits
Overtime limit we set (hours a week)	12
Overtime limit we set (hours a quarter)	100
Most overtime in a day at the November 2025 audit (hours)	2
Most overtime in a week at the November 2025 audit (hours)	4
Most overtime in a month at the November 2025 audit (hours)	6
Workers with regular hours above 48 a week, last full quarter before the November 2025 audit	Nil
Workers with total hours, overtime included, above 60 a week, last full quarter before the November 2025 audit	Nil
Average working week including overtime, November 2025 audit (hours)	49
Longest week in the November 2025 audit sample, including overtime (hours)	52
Minimum meal break in every shift (minutes)	30
Tea breaks in every shift (minutes each)	15
Share of the workforce on the night production shift	10%

Table 19.8

Monthly pay against the statutory minimum from 1 October 2025

SKILL GRADE	STATUTORY MINIMUM FROM 1 OCTOBER 2025 (INR A MONTH)	WHAT WE PAY (INR A MONTH)
Unskilled	11,021	11,025
Semi-skilled	12,123	12,125
Skilled	13,580	13,580

Statutory minimums are the Uttar Pradesh notification applicable from 1 October 2025; the lowest pay we make is the unskilled figure.

Basic needs wage

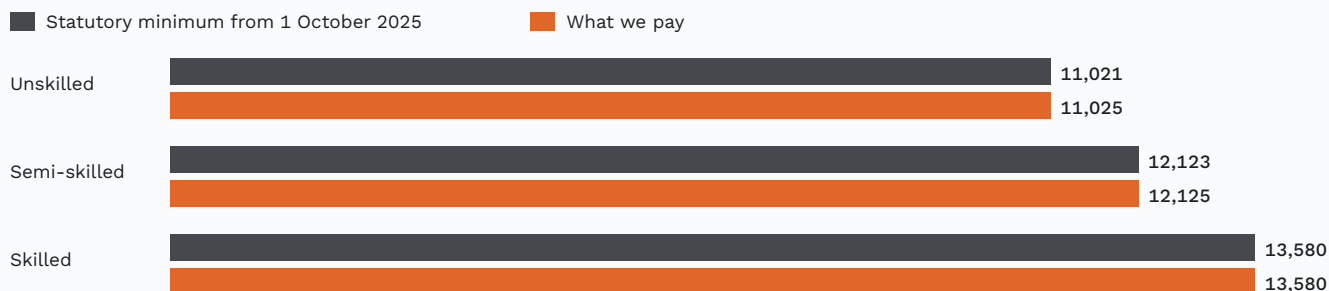
In March 2026 we worked out the basic needs wage for our area by the SA8000 method. On 9 and 10 March 2026 we surveyed food prices in the markets of 10 localities our workers come from, and priced a daily food basket of 2,705 calories for each person, set by the recommended dietary allowance of the Indian Council of Medical Research. The basket comes to INR 1,921.96 a month per person. For a family of five with two earners, with food at 55% of household

spending and 10% discretionary income, the SA8000 method puts the basic needs wage at INR 9,610 a month for each worker. Our lowest wage, INR 11,025, is above it, above the statutory minimum of INR 11,021 and above the living wage of INR 9,824.45 a month that the auditors of the November 2025 amfori BSCI audit worked out. The bonus, food concession and free transport add INR 2,168 a month (Table 19.10). In March 2026 we compared all workers, in every grade, with the basic needs wage, and none was paid below it.

Figure 62

We paid at or above the statutory minimum in all three skill grades from 1 October 2025.

INR a month, from 1 October 2025



INR a month. Bars start at zero, so the small margin over the minimum shows as it is.

Source: Table 19.8.

Table 19.9

Benefits for our employees

BENEFIT	WHAT WE PROVIDE
Provident fund	12% of earned basic deducted from each employee under the wage limit and an equal amount contributed by us
State insurance	Employees under the wage limit are covered under the Employees State Insurance Act
Accident insurance	Employees outside the state insurance scheme are covered under an accident policy
Bonus	Paid once a year to every eligible worker at 8.33% of earned wage
Transport	Free transport to the worksite for employees, at no charge to the worker: 4 hired buses, 3 diesel and 1 CNG, on routes of 35 km one way; 10 cars for senior staff, over a range of 12 to 14 km
Leave	Sick leave, maternity leave, national holidays and earned leave, one paid day for every 20 days worked in the previous calendar year
Training	During working hours and at no cost to the worker

Table 19.10

Basic needs wage against our lowest wage, March 2026

MEASURE	MARCH 2026
Localities near the site whose markets we surveyed for food prices	10
Daily food basket per person, by the ICMR recommended dietary allowance (calories)	2,705
Food cost per person (INR a month)	1,921.96
Family size used (persons)	5
Share of household spending on food	55%
Basic needs wage per worker, for a family of five with two earners, including 10% discretionary income (INR a month)	9,610
Living wage the auditors of the November 2025 amfori BSCI audit worked out (INR a month)	9,824.45

Table 19.10 continues on the next page

Table 19.10, continued

MEASURE	MARCH 2026
Statutory minimum for unskilled work from 1 October 2025 (INR a month)	11,021
Our lowest wage, unskilled grade (INR a month)	11,025
Bonus, food concession and free transport (INR a month)	2,168
Workers compared with the basic needs wage, every grade	All
Workers paid below the basic needs wage	Nil

We worked out the basic needs wage by the formula recommended under SA8000, from the food cost per person, the family size, the share of household spending on food, two earners per family and 10% discretionary income; ICMR is the Indian Council of Medical Research.

19.5 Our workforce and pay over the years

Four counts

Our workforce stood at 705 in April 2023, 745 at the November 2023 audit, 732 in March 2025 and 765 at the November 2025 audit (Table 19.11). Women numbered 3 in April 2023 and at the November 2023 audit, and 2 in March 2025 and at the November 2025 audit. Each count is the one we hold for its year, and the four years stand side by side in the opening panel of this section.

Pay at each recorded date

At the November 2023 audit the statutory minimum wage was INR 10,275 a month, and the lowest wage we paid for regular work was INR 10,275. For October 2024 to March 2025 the notified minimums were INR 10,701 for unskilled work, INR 11,772 for semi-skilled work and INR 13,186 for skilled work, and we paid INR 10,705, INR 11,775 and INR 13,190. From 1 October 2025 the minimums were INR 11,021, INR 12,123 and INR 13,580, and we paid INR 11,025, INR 12,125 and INR 13,580 (Table 19.12). At each date with a pay figure, the lowest wage we paid was at or above the statutory minimum.

19.6 Women in our workforce

Women at the November 2025 audit

Women were 0.26% of the 765 workers on site, and none of the 3 employees in management positions, directors not included, was a woman (Table 19.13). Table 19.2 gives the 2 women by type of worker.

19.7 Turnover, leave and the basic needs wage over time

Turnover and absenteeism

Turnover was 2.0% in calendar 2023 and 3.0% in calendar 2024, and absenteeism was 9.0% and 10.0%. No worker had regular hours above 48 a week or total hours above 60 a week in either year (Table 19.14). These are calendar year rates and differ from the rates for the last full quarter before the November 2025 audit in Table 19.3.

Parental leave

At the November 2025 audit no worker was on parental leave and no worker was pregnant (Table 19.15).

Basic needs wage over time

The auditors of the November 2023 amfori BSCI audit worked out a living wage of INR 9,642.17 a month. Our own evaluation of April 2024 gave INR 9,140 a month, and that of March 2026 gave INR 9,610 (Table 19.16).

Table 19.11

Workforce, men and women, FY 2022-23 to FY 2025-26

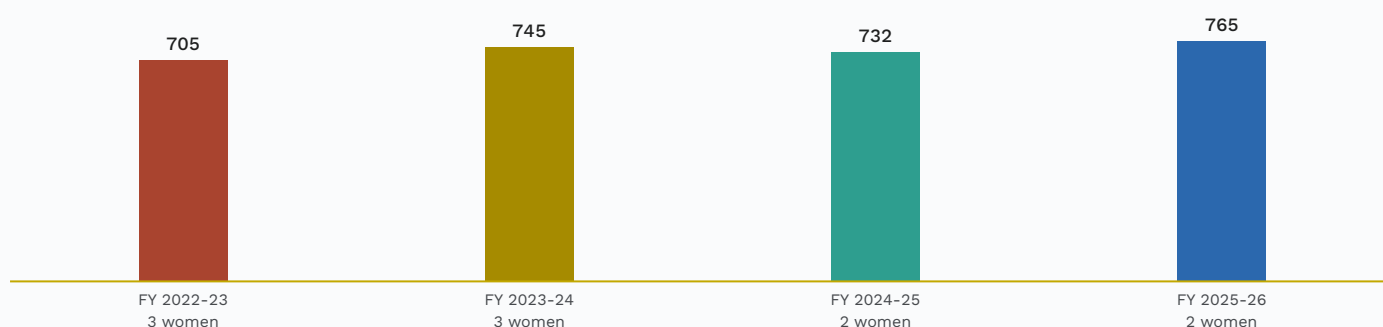
MEASURE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total workforce	705	745	732	765
Men	702	742	730	763
Women	3	3	2	2

Each count is for one month: April 2023 for FY 2022-23, the month after that year closed; the November 2023 audit for FY 2023-24; March 2025 for FY 2024-25; and the November 2025 audit for FY 2025-26.

Figure 63

Our workforce counted 705 for FY 2022-23 and 765 for FY 2025-26, with 3 and 2 women.

Workers, one month's count for each year



Each column is one month's count, named in the table note; the women in each count are given under its year.

Source: Table 19.11.

Table 19.12

Lowest wage and statutory minimum at each recorded date

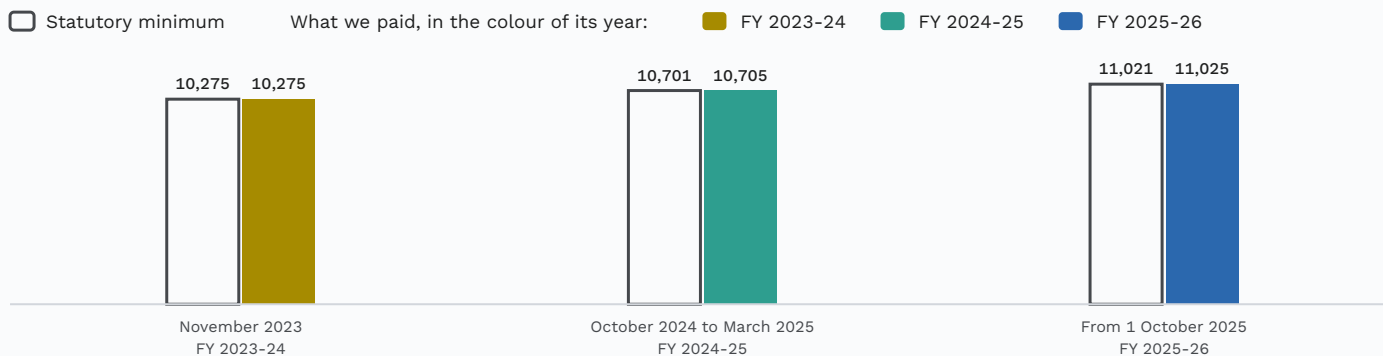
DATE	SKILL GRADE	STATUTORY MINIMUM (INR A MONTH)	WHAT WE PAID (INR A MONTH)
November 2023 (FY 2023-24)	No grade given	10,275	10,275
October 2024 to March 2025 (FY 2024-25)	Unskilled	10,701	10,705
October 2024 to March 2025 (FY 2024-25)	Semi-skilled	11,772	11,775
October 2024 to March 2025 (FY 2024-25)	Skilled	13,186	13,190
From 1 October 2025 (FY 2025-26)	Unskilled	11,021	11,025
From 1 October 2025 (FY 2025-26)	Semi-skilled	12,123	12,125
From 1 October 2025 (FY 2025-26)	Skilled	13,580	13,580

The table starts at November 2023, the first date with a wage figure. The November 2023 pay is the lowest wage we paid for regular work, and the minimum of that month is given without a skill grade. October 2024 to March 2025 is the minimum notified for that half year, and the October 2025 minimums were checked at the November 2025 audit.

Figure 64

The lowest wage we paid was at or above the statutory minimum at the three dates with a pay figure.

INR a month, lowest grade given at each date



INR a month for the lowest grade given at each date. Bars start at zero, so the small margin over the minimum shows as it is.

Source: Table 19.12.

Table 19.13

Women in our workforce at the November 2025 audit

MEASURE	NOVEMBER 2025 AUDIT
Women in the workforce, share of the 765 workers on site	0.26%
Employees in management positions at the November 2025 audit (directors not included): women, of 3	Nil

Table 19.14

Turnover, absenteeism and long hours, calendar 2023 and calendar 2024

MEASURE	CALENDAR 2023	CALENDAR 2024
Turnover	2.0%	3.0%
Absenteeism	9.0%	10.0%
Workers with regular hours above 48 a week	Nil	Nil
Workers with total hours, overtime included, above 60 a week	Nil	Nil

Turnover is the workers who left in the year as a share of the average workforce. The rates are for calendar years, not financial years.

Table 19.15

Parental leave and pregnancy at the November 2025 audit

MEASURE	NOVEMBER 2025 AUDIT
Workers on parental leave	Nil
Pregnant workers	Nil

Table 19.16

Living wage and basic needs wage at each evaluation

DATE	MEASURE	INR A MONTH
November 2023	Living wage the auditors of the amfori BSCI audit worked out	9,642.17
April 2024	Basic needs wage in our evaluation	9,140
March 2026	Basic needs wage in our evaluation	9,610

The November 2023 figure comes from the auditors' method and the other two from ours, so the three do not form a series.

20

Health, safety and wellbeing

All three health and safety findings of the November 2025 audit were closed on 30 March 2026.

GRI 403 | NGRBC Principle 3

20.1 How we manage health and safety

Health and safety system

Occupational health, safety and dignity is a Core topic in our materiality assessment, because our work brings people into contact with cutting and moulding machinery, chemicals, noise and fire risk. A senior manager is responsible for a safe and healthy workplace for all personnel. Our health and safety committee of 14 members is a balanced group of management and workers, with representatives the workers appoint themselves, and it is trained and re-trained periodically. It meets every quarter, and at the November 2025 audit its latest meeting was on 7 November 2025. The safety committee also met on 6 September 2024 and 6 March 2025 (Table 21.6).

We provide personal protective equipment free of cost, first aid for any work-related injury and help in obtaining follow-up medical treatment, from a hospital we work with. Every person may remove themselves from imminent serious danger without seeking permission. We assess the workplace risk to new, expectant and nursing mothers so that reasonable steps remove or reduce it (Table 20.1).

Our procedure sets out how injuries are followed up. HR compiles an analysis of the injuries reported, by month, split into major and minor injuries with the hours lost, and each incident is reviewed to check that first aid was given in time and to decide any further control.

20.2 Hazard identification and risk rating

Rating each risk

Our risk assessment covers all our processes and names four types of hazard: physical, chemical, biological and environmental. We rate risk as impact times probability on a four by four scale (Table 20.2). Impact runs from first aid with no lost time to multiple fatality, and the disease scale from insignificant or not applicable to death attributable to disease. Probability runs from once in 10 years to once a month. We review the assessment every year, and at the November

2025 audit the latest review was on 10 September 2025. We revised the stores assessment in March 2026 to cover chemical storage and handling.

A risk level of 1 to 3 is acceptable but monitored regularly, and a level of 4 to 6 is reduced as far as reasonably practicable. A level of 8 to 16 must be reduced before the task can proceed (Table 20.3). Controls follow a hierarchy from elimination through substitution, isolation, engineering controls and administrative controls to personal protective equipment, and we rate the residual risk again after controls.

The procedure

Each assessment starts with the safety committee, a physical inspection and a brainstorming of hazards. It records the existing controls, the person responsible for further action and the residual risk, and marks the risk significant or insignificant. At defined intervals we analyse the trend in injuries, accidents, incidents, near misses and complaints. Any change of product, process, equipment or layout calls for a fresh assessment.

20.3 Emergency readiness

Equipment and facilities

In November 2025 we had 102 fire extinguishers, 16 fire hose reels, 24 fire hydrants, 413 sprinkler heads and 221 smoke detectors, with 40 emergency lights and 39 manual alarm call points (Table 20.4). Two exits serve every work area, escape routes are marked with arrows to the nearest exit and the fire equipment runs on back-up power. We keep 10 first-aid boxes and 12 trained first aiders.

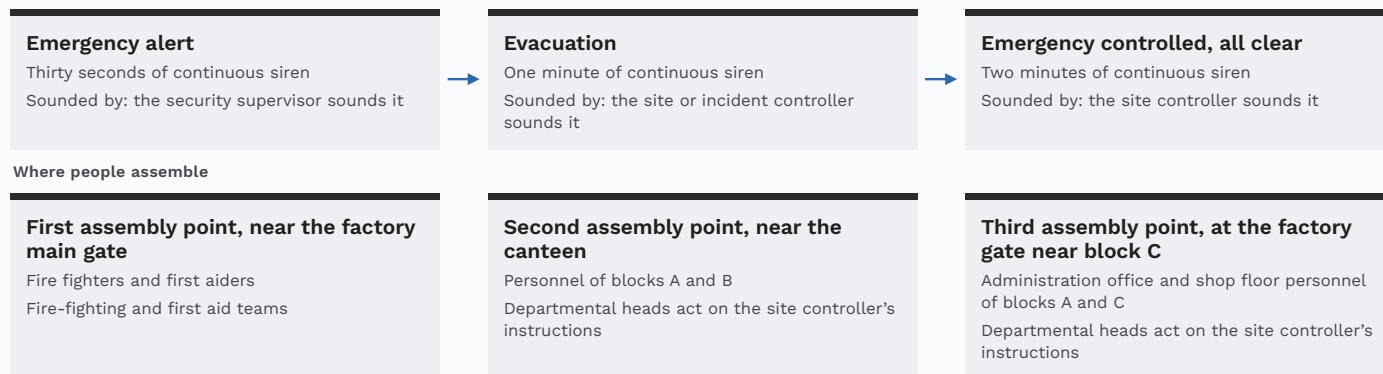
Signals and assembly points

Three siren signals tell everyone what is happening: a continuous siren of thirty seconds for an alert, one minute for evacuation and two minutes for all clear. Nobody leaves the assembly area before the all clear. Three assembly points serve the factory, and the emergency control centre is the reception area in working hours and the security office at the main gate at other times (Table 20.5).

Figure 65

A siren of thirty seconds raises the alert, one minute orders evacuation and two minutes signals the all clear.

Emergency signals and assembly points



Signals and assembly points as in Table 20.5.

Source: Table 20.5.

Table 20.1

How we manage health and safety

PROVISION	WHAT WE DO
Safe and healthy workplace	Hazards minimised or eliminated as far as practical, on the prevailing knowledge of the industry sector
Senior management representative	A senior manager is responsible for a safe and healthy workplace for all personnel and for our health and safety requirements
Health and safety committee	A balanced group of management and workers; workers appoint their own representatives; trained and retrained periodically; decisions communicated to all personnel; meets quarterly; at the November 2025 audit, the latest meeting was on 7 November 2025
Safety committee	Formed as the factory rules require; the first step of every risk assessment
Personal protective equipment	Identified for each job and provided free of cost; issued through each head of department; use taught regularly
Injury at work	First aid for any work-related injury and help in obtaining follow-up medical treatment, from a hospital we work with
New, expectant and nursing mothers	Workplace risk assessed, with reasonable steps to remove or reduce it
Training	Regular, on site and job specific; for new and reassigned personnel, after an incident and with new machinery or technology
Imminent danger	Every person may leave imminent serious danger without seeking permission
Welfare	Free access to clean toilets, drinking water, a lunch room and a hygienic place to store meals
Accommodation	We provide no dormitory; workers arrange their own

We hold a fire evacuation drill every quarter for the day and the night shift, train workers in fire-fighting every six months and inspect the fire equipment every month. At the November 2025 audit, the latest

drill was on 23 August 2025, the latest fire-fighting training on 4 October 2025 and the latest equipment inspection on 16 November 2025 (Table 20.6).

Table 20.2

Our risk matrix: impact rating by probability rating

IMPACT RATING AND INJURY	DISEASE	PROBABILITY 1: ONCE IN 10 YEARS	PROBABILITY 2: ONCE IN 5 YEARS	PROBABILITY 3: ONCE IN A YEAR	PROBABILITY 4: ONCE IN A MONTH
1: first aid, no lost time	Insignificant / Not applicable	1	2	3	4
2: medical or minor injury, up to 3 days lost time	Minor, non-disabling	2	4	6	8
3: fatality, partial impairment or major long-term absence	Major, disabling or unfit for normal duties	3	6	9	12
4: multiple fatality	Catastrophic, death attributable to disease	4	8	12	16

Risk level is the product of the impact rating and the probability rating (RL = IR x PR).

Table 20.3

Risk categories and the action we require

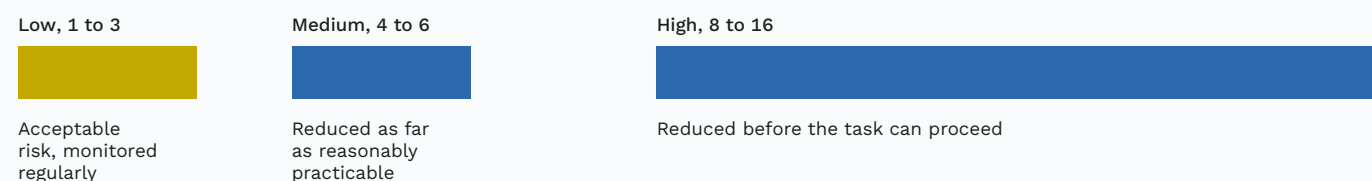
RISK LEVEL	CATEGORY	WHAT WE REQUIRE
1 to 3	Low	Acceptable risk, monitored regularly
4 to 6	Medium	Reduced as far as reasonably practicable
8 to 16	High	Reduced before the task can proceed

Controls follow a hierarchy: elimination, substitution, isolation, engineering controls, administrative controls, then personal protective equipment.

Figure 66

A high risk, level 8 to 16, must be reduced before the task can proceed.

Risk level, scale of 1 to 16



Level 7 does not occur: no impact rating multiplied by a probability rating gives it.

Source: Table 20.3.

20.4 Training we planned for the year

Safety training

We give regular health and safety training on site and specific to each job. It is repeated for new and re-assigned personnel, after an incident and when new machinery or technology brings a new risk. We planned fire and safety sessions for the fire fighters,

first aid for the first aiders and lockout and tagout for the maintenance and utility staff.

For all departments we planned health and safety with machine safety, evacuation drills, chemical spill drills and six chemical topics, from protective equipment and the safe use of chemicals to material safety data sheets. We planned one session on each of these topics in every quarter from April to December 2025, on the dates in Table 21.3.

Table 20.4

Emergency equipment and facilities at the November 2025 audit

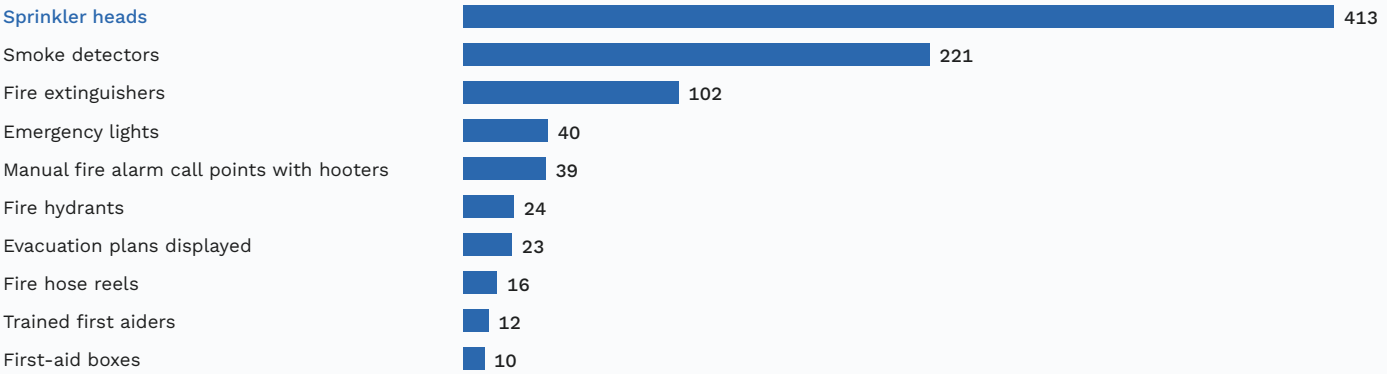
EQUIPMENT OR FACILITY	NUMBER AT THE NOVEMBER 2025 AUDIT
Fire extinguishers	102
Fire hose reels	16
Fire hydrants	24
Sprinkler heads	413
Smoke detectors	221
Emergency lights	40
Manual fire alarm call points with hooters	39
Evacuation plans displayed	23
First-aid boxes	10
Trained first aiders	12
Toilets and urinals for men	10 toilets and 10 urinals
Toilets for women	1

Counts are for November 2025; two exits serve every work area and the fire equipment is connected to back-up power.

Figure 67

At the November 2025 audit the site held 413 sprinkler heads, 221 smoke detectors and 102 fire extinguishers.

Number at the November 2025 audit



Counts at the November 2025 audit. Toilets and urinals are in the table.

Source: Table 20.4.

20.5 Audit findings and closure

Findings of the November 2025 audit

The SMETA 4-pillar audit by TUV Rheinland in November 2025 raised three findings under safe and hygienic working conditions (Table 20.7). One concerned a worker without hand gloves, one a missing safety label on a chemical, and one a risk assessment that did not yet cover the chemical stores or chemical use in production. We revised the risk assessment, and all

three findings were closed on 30 March 2026, after their due months of December 2025 and January 2026. The stores assessment, revised in March 2026, covers chemical storage and handling.

The auditors graded our practices and resources for working conditions as robust. They graded monitoring, and communication and training, as some improvements recommended, because the risk assessment did not cover chemical use in production and workers’ awareness of a few training topics was lower than expected.

Table 20.5

Emergency signals, assembly points and control centre

SIGNAL OR POINT	WHAT IT MEANS	WHO ACTS
Thirty seconds of continuous siren	Emergency alert	The security supervisor sounds it
One minute of continuous siren	Evacuation	The site or incident controller sounds it
Two minutes of continuous siren	Emergency controlled, all clear	The site controller sounds it; nobody leaves the assembly area before it
First assembly point, near the factory main gate	Fire fighters and first aiders	Fire-fighting and first aid teams
Second assembly point, near the canteen	Personnel of blocks A and B	Departmental heads act on the site controller's instructions
Third assembly point, at the factory gate near block C	Administration office and shop floor personnel of blocks A and C	Departmental heads act on the site controller's instructions
Emergency control centre	The reception area in working hours; the security office at the main gate at other times	All communications to and from an emergency start here; it holds the emergency telephone numbers and the team lists

Table 20.6

Inspections, tests and drills by area

AREA	WHAT WE DO	HOW OFTEN, AND THE LATEST DATE AT THE NOVEMBER 2025 AUDIT
Fire equipment	Inspection of all fire-fighting equipment, which is connected to back-up power	Monthly; 16 November 2025
Fire-fighting training	Training of workers in the use of fire-fighting equipment	Every six months; 4 October 2025
Evacuation drill	Fire evacuation drill for the day and the night shift	Every quarter; 23 August 2025
Hazard identification and risk assessment	Review and revision of the assessment for all processes; the stores assessment was revised in March 2026 to cover chemical storage and handling	Every year; 10 September 2025
Health and safety committee	Meeting of management and worker representatives	Every quarter; 7 November 2025
Pressure vessel	Inspection by a competent person	5 June 2025
Goods lift	Inspection and testing by a competent person	26 July 2025
Drinking water	Potability test by an external laboratory	Periodic; 5 July 2025
Temperature, light, air quality and noise	Surveys by an external laboratory	Periodic
First-aid boxes and housekeeping	Checks of stock, cleanliness and order	Periodic
Injuries	Our procedure: HR compiles an analysis of the injuries reported, by month, split into major and minor injuries with the hours lost	Every year

The amfori BSCI audit of the same month saw workers without masks, gloves or goggles at skiving, pasting and rivet fixing, and Table 14.3 gives that finding with our response.

20.6 Working environment and welfare

Section 17 reports the air and noise readings an external laboratory took in June 2025, December 2025

Table 20.7

Health and safety findings of the November 2025 audit and their closure

FINDING	DUE	STATUS
One employee doing pasting work on the second floor of the first building was not wearing hand gloves	December 2025	Closed on 30 March 2026
Safety labelling missing on a chemical stored near the eye wash station, in 1 of 5 cases checked	January 2026	Closed on 30 March 2026
The health and safety risk assessment did not cover the chemical stores or chemical use in production; we revised it; the stores assessment was revised in March 2026 to cover chemical storage and handling	January 2026	Closed on 30 March 2026

and March 2026. An external laboratory surveys temperature, light, air quality and noise periodically, and its results are reviewed.

Welfare at work

We provide free access to clean toilets, drinking water, a lunch room and a hygienic place to store meals. Drinking water is tested for potability periodically, and at the November 2025 audit the latest test was on 5 July 2025. The canteen kitchen and eating area were clean and safe, and the canteen held a food safety licence in force at the audit. We provide 10 toilets and 10 urinals for men and 1 toilet for women. Four hired buses, three diesel and one CNG, carry workers to the worksite free of charge on routes of 35 km one way, and 10 cars serve senior staff over a range of 12 to 14 km (Table 19.9).

20.7 Injuries and hours of work

Injuries reported to HR

In calendar 2024, 23 injuries were reported to HR, and none was a major injury. They account for 17 hours lost in all, and no month passed with more than 3 injuries reported (Table 20.8).

Hours of work

In FY 2025-26 we had 307 working days. The working days less earned leave, at 8 hours a day, give 2,333.2 hours of work for each worker at the standard week and 1,784,898 hours of work for our 765 workers at the November 2025 audit (Table 20.9). These are hours at the standard week, not the hours the workers were present, and Appendix B gives the basis of preparation. The injuries above are for calendar 2024 and the hours of work for FY 2025-26, so the two cover different periods and we draw no injury rate from them.



Table 20.8

Injuries reported to HR by month, calendar 2024

MONTH OF 2024	INJURIES REPORTED TO HR	MAJOR INJURIES	HOURS LOST TO INJURIES
January	2	Nil	1
February	2	Nil	1
March	2	Nil	Nil
April	2	Nil	1
May	1	Nil	1
June	2	Nil	2
July	3	Nil	3
August	3	Nil	3
September	2	Nil	2
October	2	Nil	2
November	Nil	Nil	Nil
December	2	Nil	1
Calendar year 2024	23	Nil	17

Injuries reported to HR in calendar 2024; none was a major injury.

Table 20.9

Working days and hours of work at the standard week, FY 2025-26

MEASURE	FY 2025-26
Working days	307
Hours of work per worker at the standard week	2,333.2
Workers at the November 2025 audit	765
Hours of work of all workers at the standard week	1,784,898

Our health and safety committee of 14 members is a balanced group of management and workers, with representatives the workers appoint themselves, and it is trained and retrained periodically.

Fire hose reels

16

At the November 2025 audit,
Table 20.4

Fire hydrants

24

At the November 2025 audit,
Table 20.4

First-aid boxes

10

At the November 2025 audit,
Table 20.4

Trained first aiders

12

At the November 2025 audit,
Table 20.4

21

Learning and skills

We planned 93 sessions on 35 topics for April to December 2025, from fire safety to workers' rights.

GRI 404 | NGRBC Principle 3

21.1 How we train

What we planned

We plan training for every department each quarter. For calendar 2025 we planned training on 35 topics in five themes, with 93 sessions in all across the months April to December that fall in FY 2025-26 (Table 21.1). We planned it for all personnel, to support our social management system and in light of the results of our risk assessments.

Each session has a named topic, trainer and department, and we check the effectiveness of each session (Table 21.5).

Our managers are trained to manage conflict. We expect them to resolve issues objectively, with honesty, fairness and respect for others.

21.2 What we planned for 2025

Table 21.1 groups the 35 topics we planned into five themes. Health, safety, emergency and hygiene is the largest, with 11 topics and 33 planned sessions, followed by social accountability and workers' rights with 10 topics and 24 sessions. Chemicals account for six topics and 18 sessions, environment and housekeeping for five topics and 11 sessions, and quality, product and customer requirements for three topics and seven sessions.

A quarterly rhythm

Most topics recur once a quarter, with one session in each of April to June, July to September and October to December 2025. Our planned sessions peak in May, August and November 2025, with 16, 16 and 18 sessions, and run from six to 10 in each of the other months (Table 21.2). Energy and water conservation, GRS and RCS awareness, waste management, human rights, worker representatives and committees, and workers' legal rights are each set once, between October and December 2025.

Most planned sessions are for all our departments, while a single group is named for some topics. Our fire fighters take fire and safety, and our first aiders take first aid. Our general store, canteen and maintenance and utility staff each have a topic of their own: housekeeping and personal organisation, hygienic food preparation, and lockout and tagout.

What we planned to cover

Our plans cover social accountability and customer code awareness, health and safety, chemicals, energy and water conservation, waste, human rights and legal rights under EPFO and ESIC. We also planned awareness sessions on quality and the quality management system and on the GRS and RCS standards. Risk is a topic in its own right, through risk assessment, risk assessment for health and safety and risks related to social accountability, each once a quarter for all departments.

We set environment management and housekeeping with waste management once a quarter for all departments, beside single October 2025 sessions on energy and water conservation and on waste management. Table 21.3 gives every topic with its planned dates.

21.3 Sessions held in the year

Sessions held

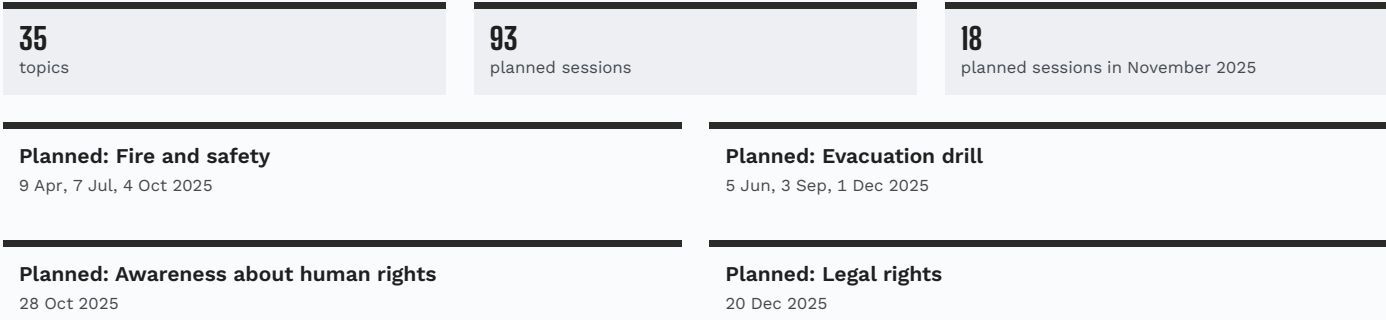
We held sessions on 9 April, 16 August, 1 September, 18 September, 4 October and 7 October 2025 (Table 21.4). Three of them fall on dates we planned: fire-fighting on 4 October, protective equipment on 7 October and health and safety on 1 September 2025.

The auditors graded communication and training as some improvements recommended in every labour code area they assessed. They noted that workers' awareness of a few training topics was lower than expected, and that the code and our practices are displayed in the factory for all workers.

Figure 68

We planned 93 training sessions on 35 topics, with 18 of them in November 2025.

Planned training sessions, April to December 2025



Planned sessions, not held sessions (Tables 21.1, 21.3 and 21.2).

Source: Tables 21.1, 21.3 and 21.2.

Table 21.1

Training we planned by theme, April to December 2025

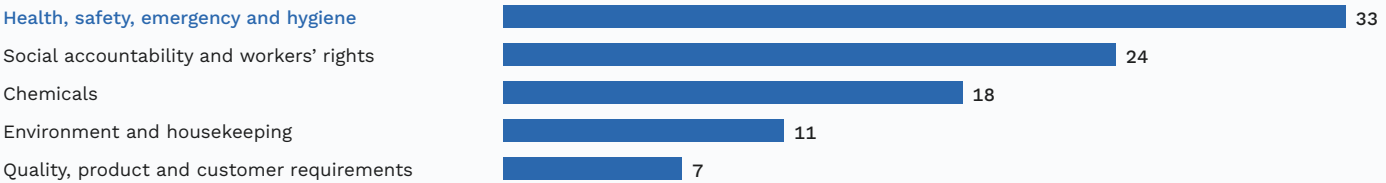
THEME	TOPICS	PLANNED SESSIONS	FOR
Health, safety, emergency and hygiene	11	33	All departments; fire fighters; first aiders; canteen; maintenance and utility
Social accountability and workers' rights	10	24	All departments; core team
Chemicals	6	18	All departments
Environment and housekeeping	5	11	All departments; general store
Quality, product and customer requirements	3	7	All departments
Total	35	93	All departments and the groups named above

Themes group the topics we planned for 2025 by subject; Table 21.3 lists each topic with its department and planned dates.

Figure 69

We planned 93 training sessions on 35 topics, 33 of them on health, safety, emergency and hygiene.

Planned sessions by theme, April to December 2025



Planned sessions, not held sessions. 93 planned sessions on 35 topics.

Source: Table 21.1.

21.4 Developing our people

Reviews and opportunity

We review each employee on eight criteria, from job knowledge and attitude to safety and discipline, and

the department head, the HR manager and the factory head review each one. All employees have fairly equal opportunity for training and overtime in their departments, and promotion is based on performance (Table 21.5). Women workers receive additional training on topics such as home finance.

Table 21.2

Planned sessions by month, April to December 2025

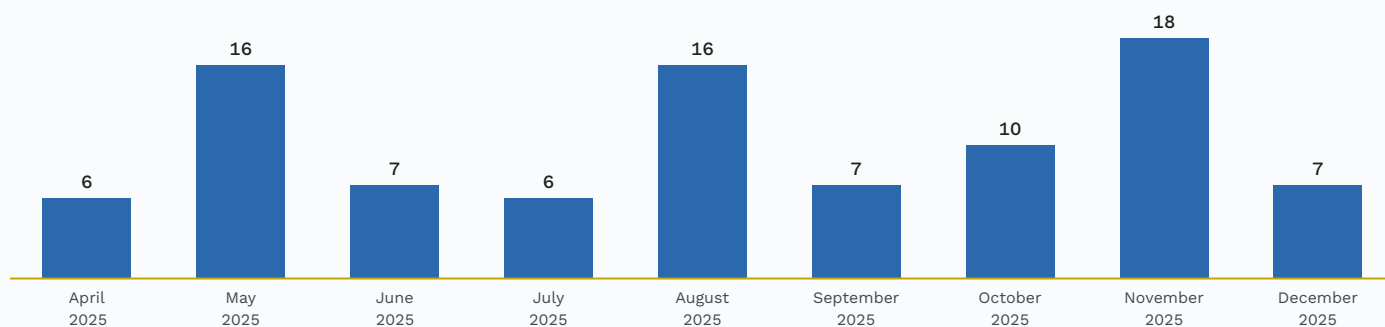
MONTH	PLANNED SESSIONS
April 2025	6
May 2025	16
June 2025	7
July 2025	6
August 2025	16
September 2025	7
October 2025	10
November 2025	18
December 2025	7
April to December 2025	93

A planned session is one topic on one planned date in 2025.

Figure 70

Planned sessions peak at 18 in November 2025, against 6 in April and in July.

Planned sessions by month, April to December 2025



Planned sessions by month, not held sessions. Total, April to December 2025: 93.

Source: Table 21.2.

Table 21.3

Training topics and planned dates in FY 2025-26

TOPIC	FOR	PLANNED DATES IN FY 2025-26	THEME
Risk assessment	All departments	8 May, 6 Aug, 3 Nov 2025	Health, safety, emergency and hygiene
Risk assessment (health and safety)	All departments	10 May, 8 Aug, 6 Nov 2025	Health, safety, emergency and hygiene
Fire and safety	Fire fighters	9 Apr, 7 Jul, 4 Oct 2025	Health, safety, emergency and hygiene
First aid	First aiders	31 May, 28 Aug, 25 Nov 2025	Health, safety, emergency and hygiene
Hygienic food preparation and nutrition	Canteen	12 May, 8 Aug, 6 Nov 2025	Health, safety, emergency and hygiene
Emergency preparedness	All departments	15 Apr, 14 Jul, 11 Oct 2025	Health, safety, emergency and hygiene
Health and safety and machine safety	All departments	3 Jun, 1 Sep, 27 Nov 2025	Health, safety, emergency and hygiene

Table 21.3 continues on the next page

Table 21.3, continued

TOPIC	FOR	PLANNED DATES IN FY 2025-26	THEME
Evacuation drill	All departments	5 Jun, 3 Sep, 1 Dec 2025	Health, safety, emergency and hygiene
Chemical spill drill	All departments	21 Apr, 19 Jul, 16 Oct 2025	Health, safety, emergency and hygiene
Lockout and tagout	Maintenance and utility	27 May, 19 Aug, 17 Nov 2025	Health, safety, emergency and hygiene
Blood borne pathogens	All departments	28 May, 21 Aug, 19 Nov 2025	Health, safety, emergency and hygiene
Social accountability standard and BSCI code awareness	Core team	7 May, 5 Aug, 3 Nov 2025	Social accountability and workers' rights
Risks related to social accountability	All departments	14 May, 12 Aug, 10 Nov 2025	Social accountability and workers' rights
ETI base code	All departments	23 Apr, 19 Jul, 17 Oct 2025	Social accountability and workers' rights
Freedom of association and collective bargaining	All departments	21 May, 12 Aug, 10 Nov 2025	Social accountability and workers' rights
Non-discrimination	All departments	22 May, 13 Aug, 12 Nov 2025	Social accountability and workers' rights
Awareness on harassment	All departments	23 May, 16 Aug, 13 Nov 2025	Social accountability and workers' rights
Grievance handling	All departments	28 May, 22 Aug, 20 Nov 2025	Social accountability and workers' rights
Awareness about human rights	All departments	28 Oct 2025	Social accountability and workers' rights
Awareness about worker representatives and committees	All departments	29 Nov 2025	Social accountability and workers' rights
Legal rights, roles and responsibilities of workers and worker representatives; EPFO, ESIC, bonus and gratuity	All departments	20 Dec 2025	Social accountability and workers' rights
PPE and safe use of chemicals	All departments	12 Apr, 10 Jul, 7 Oct 2025	Chemicals
General awareness on chemical management	All departments	7 Jun, 5 Sep, 3 Dec 2025	Chemicals
Storage and handling	All departments	17 May, 14 Aug, 12 Nov 2025	Chemicals
Harmful nature of substances	All departments	20 May, 18 Aug, 14 Nov 2025	Chemicals
Safe chemical handling, use and storage	All departments	9 Jun, 6 Sep, 4 Dec 2025	Chemicals
Material safety data sheets	All departments	16 Jun, 13 Sep, 11 Dec 2025	Chemicals
General housekeeping and personal organisation	General store	10 Apr, 8 Jul, 6 Oct 2025	Environment and housekeeping
Environment management	All departments	21 May, 18 Aug, 15 Nov 2025	Environment and housekeeping
General housekeeping and waste management	All departments	21 Jun, 19 Sep, 18 Dec 2025	Environment and housekeeping

Table 21.3 continues on the next page

Table 21.3, continued

TOPIC	FOR	PLANNED DATES IN FY 2025-26	THEME
Energy and water conservation	All departments	14 Oct 2025	Environment and housekeeping
Waste management	All departments	29 Oct 2025	Environment and housekeeping
Quality and quality management system awareness	All departments	17 May, 14 Aug, 11 Nov 2025	Quality, product and customer requirements
Customer manufacturing requirements	All departments	18 Jun, 16 Sep, 13 Dec 2025	Quality, product and customer requirements
GRS and RCS awareness	All departments	28 Oct 2025	Quality, product and customer requirements

We planned for January to December 2025; the dates shown are those that fall in FY 2025-26.

21.5 Meetings and training held, 2023 to 2025

Dates we hold

Table 21.6 gives the days on which a committee met or a training session was held, in date order from September 2023 to November 2025. The works committee held its election on 6 September 2023, and the amfori BSCI code of conduct was the subject of a session on 17 October 2023. In FY 2024-25 the dated sessions were first aid on 6 April 2024, child labour, forced labour and human trafficking on 11 April 2024, conservation of energy and water on 26 September 2024, handling hazardous substances on 28 September 2024 and health and safety on 6 March 2025, and the works and safety committees met on 18 June 2024, 6 September 2024, 5 March 2025 and 6 March

2025. The sessions and meetings of FY 2025-26 run from 9 April 2025 to 9 November 2025. FY 2022-23 has no dated meeting or session in the table.

21.6 Training for all workers in FY 2024-25

Four sessions

We held four sessions for all workers in FY 2024-25: on 11 April 2024, 26 September 2024, 28 September 2024 and 6 March 2025. They had 259, 289, 270 and 335 workers signed in, and the first three ran 60 minutes and the last 65 (Table 21.7).

Training hours

The four sessions gave 1,181 participant-hours, or 1.61 hours for each worker (Table 21.8).

Table 21.4

Sessions held, April to October 2025

TOPIC	DATE HELD	AUDIENCE
Anti-bribery and ethical business practice	9 April 2025	Staff in sales, purchasing and logistics roles
Grievance procedure, including internal complaints	16 August 2025	Workers
Occupational health, safety and risk assessment	1 September 2025	All workers
Environmental awareness and waste handling	18 September 2025 and 7 October 2025	Workers
Fire-fighting	4 October 2025	Workers; repeated every six months
Use of personal protective equipment	7 October 2025	Workers; repeated periodically

The fire-fighting, personal protective equipment and health and safety sessions fall on dates we planned in Table 21.3.

Figure 71

The thirty-five topics carry ninety-three planned dates between April and December 2025, never more than three for one topic.

Planned dates by topic, April to December 2025



One dot is one planned date. The dates are planned, not held.

Source: Table 21.3.

Training topics

35

Planned, April to December 2025, Table 21.1

Sessions planned

93

April to December 2025, Table 21.1

Planned for November 2025

18

Planned sessions, Table 21.2

Table 21.5

How we assess and develop our people

PRACTICE	WHAT WE DO
Training needs	Each session has a named topic, trainer, department and planned date
Effectiveness	We check the effectiveness of each session
Performance review	Each employee is reviewed on job knowledge, training, attitude, personal organisation, team work, approach and quality of work, safety and discipline, graded excellent, good, average or poor
Who reviews	The department head, the HR manager and the factory head
Equal opportunity	All employees have fairly equal opportunity for training and overtime in their departments; women workers receive additional training on topics such as home finance
Promotion	Based on performance
Managers	Trained to manage conflict and to resolve issues objectively, with honesty, fairness and respect for others

Table 21.6

Committee meetings and training sessions held, September 2023 to November 2025

DATE HELD	WHAT WAS HELD	COMMITTEE OR TOPIC
6 September 2023	Committee election	Works committee election
17 October 2023	Training session	amfori BSCI code of conduct
6 April 2024	Training session	First aid
11 April 2024	Training session	Child labour, forced labour and human trafficking
18 June 2024	Committee meeting	Works committee meeting
6 September 2024	Committee meeting	Safety committee meeting
26 September 2024	Training session	Conservation of energy and water
28 September 2024	Training session	Handling hazardous substances
5 March 2025	Committee meeting	Works committee meeting
6 March 2025	Committee meeting	Safety committee meeting
6 March 2025	Training session	Health and safety
9 April 2025	Training session	Anti-bribery and ethical business practice
16 August 2025	Training session	Grievance handling
1 September 2025	Training session	Occupational health and safety risk
9 September 2025	Committee meeting	Grievance committee meeting
18 September 2025	Training session	Environment
4 October 2025	Training session	Firefighting
7 October 2025	Training session	Environment
7 October 2025	Training session	Personal protective equipment

Table 21.6 continues on the next page

Table 21.6, continued

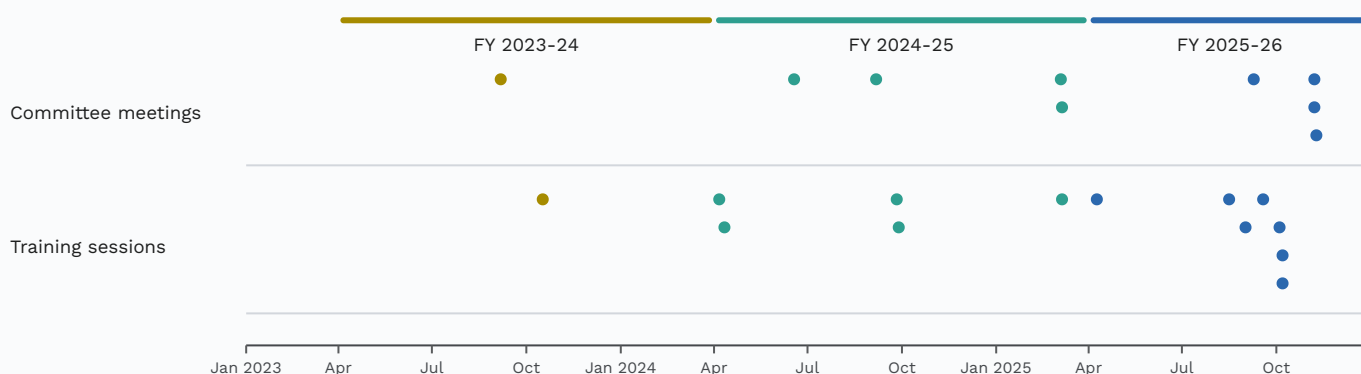
DATE HELD	WHAT WAS HELD	COMMITTEE OR TOPIC
7 November 2025	Committee meeting	Health and safety committee meeting
7 November 2025	Committee meeting	Worker committee meeting
9 November 2025	Committee meeting	Internal complaints committee meeting

Dates run from the first committee election on record in September 2023 to the committee meetings of November 2025. Each line is one day on which a committee met or a training session was held, as named. FY 2022-23 has no dated meeting or session in this table.

Figure 72

Committee meetings and training sessions were held on dated days from September 2023 to November 2025.

Days on which a committee met or a session was held



One dot is one day on which a committee met or a session was held, in the colour of its financial year. The topics are in the table above.

Source: Table 21.6.

Table 21.7

Training sessions for all workers, FY 2024-25

DATE HELD	TOPIC	WORKERS SIGNED IN	DURATION (MINUTES)
11 April 2024	Child labour, forced labour and human trafficking	259	60
26 September 2024	Conservation of energy and water	289	60
28 September 2024	Handling hazardous substances	270	60
6 March 2025	Health and safety	335	65

Each session was open to all workers; the 6 March 2025 session ran 65 minutes and the others 60.

Table 21.8

Training hours of the four sessions open to all workers, FY 2024-25

MEASURE	FY 2024-25
Participant-hours of the four sessions	1,181
Training hours per worker from the four sessions	1.61

Hours per worker is set against the 732 manpower of March 2025 in Table 19.1.

22

Human rights and labour practices

No worker under 15 was on site at the November 2025 audit, and every worker we appoint must be above 18.

GRI 2-23, 2-24, 2-25, 2-26, 2-30, 406, 407, 408, 409 | NGRBC Principle 5

22.1 Our commitments and the standards behind them

Standards

Labour and human rights in our own operations and through contract labour is a Core topic in our materiality assessment, weighed by severity alone. Our social management system follows SA8000:2014, and we give each element of it a place of its own, from child labour to the management system (Table 22.1). We commit to meet all requirements of that standard and of legal and international instruments. Section 19 gives the basic needs wage we worked out by the SA8000 method in March 2026, set against our lowest wage. We assessed our human rights impacts in September 2025.

International instruments

We respect the ILO conventions and recommendations, the ILO code of practice on HIV and AIDS and the United Nations instruments listed in Table 22.2. They run from the conventions on forced labour, freedom of association and minimum age to the UN Guiding Principles on Business and Human Rights. We comply with local and national laws and apply the provision most favourable to workers.

22.2 Child and young workers

Minimum age

Every worker we appoint is above 18 years, and we define a child as a person under 15. We take proof of age at appointment: a birth certificate, a high school certificate, an Aadhaar card, a PAN card, a driving licence, a passport or a doctor's certificate. Where an age is in doubt, we hold an inquiry and make a formal report on the person's age, the reason the system failed and the corrective and preventive action.

At the November 2025 audit no worker was under 15 or between 15 and 17, and the youngest worker was 19

years old (Table 19.3). If a child were found working, the work would stop at once and we would ensure the child's education until the age of 15 and finance it until the person is no longer a child worker. For a young worker, school hours, working hours and travel between school and work together stay within 10 hours a day. No child or young worker is exposed to a hazardous or unsafe situation, and the same rules bind our suppliers (Table 22.3).

22.3 Forced labour and freedom to leave

We bar the retention of original documents and the charging of recruitment fees, and personnel may leave the workplace freely. We take photocopies of age, identity, education and experience documents at engagement and check them against the originals where required. We hold no deposit, withhold no pay or documents and use no prison labour.

We bar forced, compulsory and prison labour, and we bar human trafficking by us or by any entity that supplies labour to us. Personnel may leave the premises after their duty hours and may leave employment at will on 30 days notice, under the terms of employment set by law. The factory uses CCTV for general safety, and not to control or intimidate workers.

22.4 Freedom of association and worker voice

Right to organise

We recognise the right of all personnel to form, join and organise trade unions and to bargain collectively, and our workers elect their representatives. No trade union is registered at the site (Table 22.5), and no industrial action took place in the past two years. We protect worker representatives from discrimination, harassment and intimidation and give them access to their members at work.

Figure 73

Workers can reach management through nine committees and channels, four of which meet quarterly.

Committees and channels, with who takes part

Worker committee 14 members: 7 management and 7 workers, freely elected by the workers Worker and management communication; meets quarterly; at the November 2025 audit, the latest meeting was on 7 November 2025	Health and safety committee 14 members: management representatives and workers in balance Health and safety conditions at work; meets quarterly; at the November 2025 audit, the latest meeting was on 7 November 2025	Grievance committee 6 members, from management and workers Work-related grievances; meets quarterly; at the November 2025 audit, the latest meeting was on 9 September 2025
Internal complaints committee 6 members: management, workers and an external member from a non-governmental organisation Sexual harassment complaints; meets quarterly; at the November 2025 audit, the latest meeting was on 9 November 2025	Canteen committee 8 members, constituted at the factory The canteen	Social performance team 8 members: workers and management in balance Risk assessments of each labour element; workplace monitoring; internal audits; corrective and preventive action
Management review Heads of department with the worker, social performance team and health and safety representatives and the management representative Reviews policy, procedures and performance once in six months	Suggestion box Every worker, anonymously A private box in the factory for grievances	Open door Workers and suppliers Direct access to management for any concern

Who takes part and what each does, as in Table 22.4.

Source: Table 22.4.

Table 22.1

How we apply each labour standard

LABOUR STANDARD	HOW WE APPLY IT
Child labour	No child labour under 15 years; every worker appointed is above 18 years; age proof at appointment; remediation through education
Forced and compulsory labour	No original documents or deposits retained; no employment fees; no human trafficking; freedom to leave
Health and safety	A health and safety committee; protective equipment at our expense; risk rated on a four by four scale; right to leave imminent danger
Freedom of association and collective bargaining	Right to form and join trade unions and to bargain collectively; freely elected worker representatives
Discrimination	No discrimination in hiring, pay, training, promotion, termination or retirement; a complaint system against harassment; no pregnancy or virginity tests
Disciplinary practices	No corporal punishment, coercion or verbal abuse; managers developed to resolve conflicts
Working hours	A regular working week of 48 hours, excluding overtime; one weekly off; voluntary overtime at a premium rate
Remuneration	Minimum wage law applied; basic needs met with discretionary income; no disciplinary deductions; salary slips
Management system	A social performance team; management review once in six months; a grievance procedure; internal audits; corrective and preventive action; supplier due diligence

Our social management system follows SA8000:2014.

Bodies for worker voice

Our worker committee has 14 members, 7 from man-

agement and 7 elected workers, and was last elected on 15 April 2025.

Table 22.2

International instruments whose principles we respect

INSTRUMENT	ISSUED BY	SUBJECT
Convention 1	ILO	Hours of work in industry
Recommendation 116	ILO	Reduction of hours of work
Conventions 29 and 105	ILO	Forced labour and its abolition
Convention 87	ILO	Freedom of association
Convention 98	ILO	Right to organise and collective bargaining
Conventions 100 and 111	ILO	Equal remuneration; discrimination in employment and occupation
Convention 102	ILO	Minimum standards of social security
Convention 131	ILO	Minimum wage fixing
Convention 135	ILO	Workers' representatives
Convention 138 and Recommendation 146	ILO	Minimum age
Convention 155 and Recommendation 164	ILO	Occupational safety and health
Convention 159	ILO	Vocational rehabilitation and employment of disabled persons
Convention 169	ILO	Indigenous and tribal peoples
Convention 177	ILO	Home work
Convention 181	ILO	Private employment agencies
Convention 182	ILO	Worst forms of child labour
Convention 183	ILO	Maternity protection
Code of Practice on HIV/AIDS and the World of Work	ILO	HIV and AIDS at work
Universal Declaration of Human Rights	United Nations	Human rights
International Covenant on Economic, Social and Cultural Rights	United Nations	Economic, social and cultural rights
International Covenant on Civil and Political Rights	United Nations	Civil and political rights
Convention on the Rights of the Child	United Nations	Rights of the child
Convention on the Elimination of All Forms of Discrimination Against Women	United Nations	Discrimination against women
Convention on the Elimination of All Forms of Racial Discrimination	United Nations	Racial discrimination
Guiding Principles on Business and Human Rights	United Nations	Business and human rights

Our health and safety committee has 14 members and our grievance and internal complaints committees 6 each, and all three meet every quarter (Table 22.4). Our canteen committee and our social performance team have 8 members each. Workers can also

use a suggestion box, an open door to management and the grievance committee.

Voice at the audit

The auditors interviewed 43 workers, 30 of them permanent and 13 agency workers, in 6 groups of 5 and

Table 22.3

Child and young worker safeguards

SAFEGUARD	WHAT WE DO
Hiring age	Workers appointed are above 18 years
Child	Any person under 15 years of age, unless local law sets a higher minimum age
Young worker	Any worker under 18 years but over the age of a child
Age proof at appointment	Birth certificate, high school certificate, Aadhaar card, PAN card, driving licence, passport or doctor's certificate
Doubt about age	An inquiry and a formal report on the person's age, the reason the system failed and the corrective and preventive action
Child found working	Work stops at once; education ensured until 15 years and financed until the person is no longer a child worker
Young worker hours	School hours, working hours and travel between school and work together within 10 hours a day
Hazards	No child or young worker exposed to any hazardous or unsafe situation, in or outside the workplace
Suppliers	Suppliers may not engage child labour

Table 22.4

Committees and channels for worker voice

BODY OR CHANNEL	WHO TAKES PART	WHAT IT DOES
Worker committee	14 members: 7 management and 7 workers, freely elected by the workers; the latest election was on 15 April 2025	Worker and management communication; meets quarterly; at the November 2025 audit, the latest meeting was on 7 November 2025
Health and safety committee	14 members: management representatives and workers in balance; workers appoint their representatives	Health and safety conditions at work; meets quarterly; at the November 2025 audit, the latest meeting was on 7 November 2025
Grievance committee	6 members, from management and workers	Work-related grievances; meets quarterly; at the November 2025 audit, the latest meeting was on 9 September 2025
Internal complaints committee	6 members: management, workers and an external member from a non-governmental organisation	Sexual harassment complaints; meets quarterly; at the November 2025 audit, the latest meeting was on 9 November 2025
Canteen committee	8 members, constituted at the factory	The canteen
Social performance team	8 members: workers and management in balance; worker members freely chosen by the workers; tenure of 30 months	Risk assessments of each labour element; workplace monitoring; internal audits; corrective and preventive action
Management review	Heads of department with the worker, social performance team and health and safety representatives and the management representative	Reviews policy, procedures and performance once in six months
Suggestion box	Every worker, anonymously	A private box in the factory for grievances
Open door	Workers and suppliers	Direct access to management for any concern

individually (Table 22.5). No significant concern or complaint was raised, no grievance was raised in the 12 months before the audit and

workers described a good relationship with their supervisors. All workers knew their committee members.

We have a confidential grievance procedure and a complaint system against harassment, and we bar retaliation against worker representatives and against anyone who raises a concern. The procedure runs from investigation and follow-up to the communication of its outcome, and the results are freely available to all personnel.

22.5 Non-discrimination, harassment and discipline



Equal treatment

We bar discrimination in hiring, remuneration, access to training, promotion, termination or retirement. The grounds it names include race, caste, religion, disability, gender, sexual orientation, marital status, union membership, political opinion and age. We never test for pregnancy or virginity, and we respect the right of personnel to observe tenets and practices. Workers with the same work and experience are paid the same, and our recruitment standards give preference to women and to persons with disabilities.

We bar harassment and bullying, including gestures, language or physical contact that is sexually coercive, threatening, abusive or exploitative. Consequences run from counselling and warnings to demotion and termination. We bar corporal punishment, mental or physical coercion and verbal abuse, and we refer disciplinary matters to the standing orders that apply to us. No case of disciplinary action against a worker came up in the worker interviews at the November 2025 audit.

Table 22.5

Worker voice at the November 2025 audit

MEASURE	RESULT AT THE NOVEMBER 2025 AUDIT
Registered trade unions at the site	0
Workers interviewed	43
Permanent workers interviewed	30
Agency or subcontracted workers interviewed	13
Workers interviewed in 6 groups of 5	30

Table 22.5 continues on the next page

22.6 Risk assessment, audit and remediation



Risk assessment and audit

Our social performance team makes written risk assessments of each labour element and recommends actions to senior management. The team monitors the workplace, facilitates internal audits once a year and tracks corrective and preventive action with timelines, root causes and results. We cooperate fully with external auditors at announced and unannounced audits.

The November 2025 audit

The SMETA 4-pillar audit by TUV Rheinland in November 2025 covered labour standards, health and safety, environment and business ethics. It raised three findings, all under safe and hygienic working conditions, and none under any other labour code area (Table 22.6). Section 20 gives the findings and their closure on 30 March 2026.

The audit in two rounds

The amfori BSCI full monitoring audit of 8 and 9 November 2023 rated us B overall. It rated performance areas 1 and 2 at C, performance area 7 at B and every other area at A, and it raised 13 findings (Table 22.7). The audit of 18 to 22 November 2025 rated us A overall, with performance areas 1 and 2 at B and every other area at A. The 2023 findings fell under performance areas 1, 2, 3 and 7.

For remediation we use corrective and preventive action, whose implementation the social performance team ensures, and we support the education of any child found working. We planned awareness sessions for all departments on freedom of association and collective bargaining, non-discrimination, harassment, grievance handling and human rights, on the dates in Table 21.3.

Table 22.5, continued

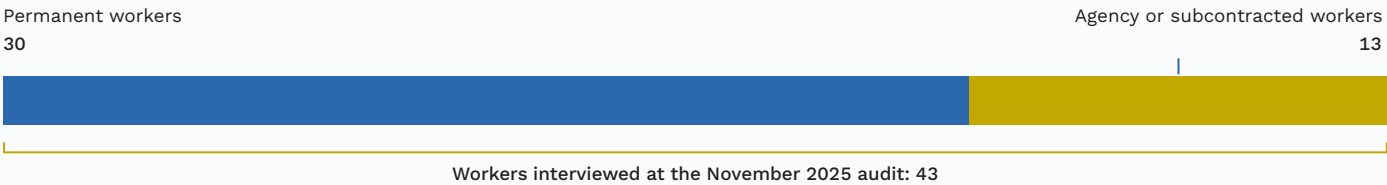
MEASURE	RESULT AT THE NOVEMBER 2025 AUDIT
Workers interviewed individually, men	11
Workers interviewed individually, women	2
Grievances raised in the last 12 months	0
Cases of disciplinary action against a worker in the sampled interviews	0
Significant concerns or complaints raised by workers	0
Industrial action in the past two years	0

Figures are for November 2025; the worker committee has no female member because no woman works in production.

Figure 74

Of 43 workers interviewed at the November 2025 audit, 30 were permanent and 13 were agency or subcontracted.

Workers interviewed, November 2025 audit



Source: Table 22.5.

Table 22.6

Management systems as the November 2025 audit graded them

CODE AREA	POLICIES AND PROCEDURES	RESOURCES	COMMUNICATION AND TRAINING	MONITORING
Employment is freely chosen	Robust	Robust	Some improvements recommended	Robust
Responsible recruitment	Robust	Robust	Some improvements recommended	Robust
Freedom of association	Robust	Robust	Some improvements recommended	Robust
Safe and hygienic working conditions	Robust	Robust	Some improvements recommended	Some improvements recommended
No child labour	Robust	Robust	Some improvements recommended	Robust
Legal wages	Robust	Robust	Some improvements recommended	Robust
Working hours not excessive	Robust	Robust	Some improvements recommended	Robust
No discrimination	Robust	Robust	Some improvements recommended	Robust
Regular employment	Robust	Robust	Some improvements recommended	Robust

Table 22.6 continues on the next page

Table 22.6, continued

CODE AREA	POLICIES AND PROCEDURES	RESOURCES	COMMUNICATION AND TRAINING	MONITORING
Sub-contracting and homeworkers	Robust	Robust	Some improvements recommended	Robust
No harsh or inhumane treatment	Robust	Robust	Some improvements recommended	Robust
Environment and business ethics	Robust	Robust	Some improvements recommended	Robust

Grades are those of the SMETA 4-pillar audit by TUV Rheinland in November 2025.

Figure 75

Management systems were graded Robust in thirty-five of forty-eight cases, with improvement recommended in thirteen.

System grading by code area

	Policies and procedures	Resources	Communication and training	Monitoring
Employment is freely chosen	●	●	○	●
Responsible recruitment	●	●	○	●
Freedom of association	●	●	○	●
Safe and hygienic working conditions	●	●	○	○
No child labour	●	●	○	●
Legal wages	●	●	○	●
Working hours not excessive	●	●	○	●
No discrimination	●	●	○	●
Regular employment	●	●	○	●
Sub-contracting and homeworkers	●	●	○	●
No harsh or inhumane treatment	●	●	○	●
Environment and business ethics	●	●	○	●

● Robust ○ Some improvements recommended

Source: Table 22.6.

Table 22.7

amfori BSCI rating by performance area, November 2023 and November 2025

PERFORMANCE AREA	NOVEMBER 2023	NOVEMBER 2025	FINDINGS IN NOVEMBER 2023
Overall rating	B	A	13
Performance area 1: social management system	C	B	Raised
Performance area 2: workers involvement and protection	C	B	Raised
Performance area 3: freedom of association and collective bargaining	A	A	Raised
Performance area 4: no discrimination, violence or harassment	A	A	None raised
Performance area 5: fair remuneration	A	A	None raised
Performance area 6: decent working hours	A	A	None raised
Performance area 7: occupational health and safety	B	A	Raised

Table 22.7 continues on the next page

Table 22.7, continued

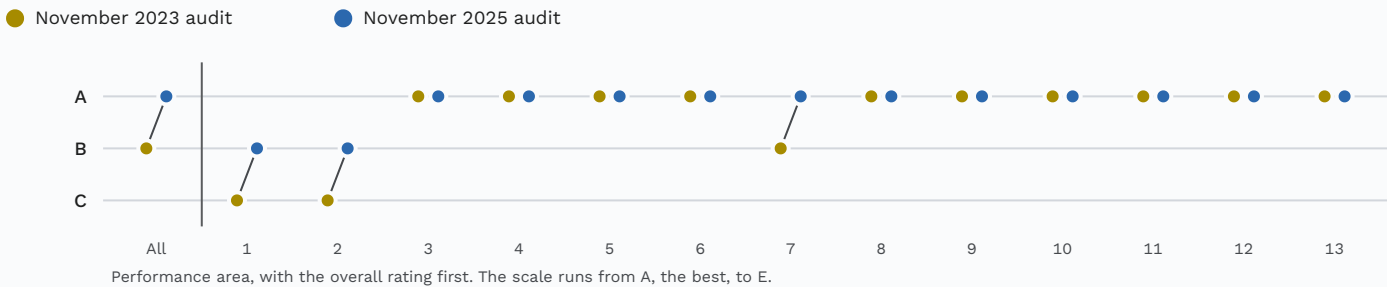
PERFORMANCE AREA	NOVEMBER 2023	NOVEMBER 2025	FINDINGS IN NOVEMBER 2023
Performance area 8: no child labour	A	A	None raised
Performance area 9: special protection for young workers	A	A	None raised
Performance area 10: no precarious employment	A	A	None raised
Performance area 11: no bonded or forced labour or human trafficking	A	A	None raised
Performance area 12: protection of the environment	A	A	None raised
Performance area 13: ethical business behaviour	A	A	None raised

The ratings run from A to E, A the best. The November 2023 audit was a full monitoring audit of 8 and 9 November 2023, and the November 2025 audit one of 18 to 22 November 2025. The last cell of the overall row is the number of findings the November 2023 audit raised in all.

Figure 76

The amfori BSCI overall rating moved from B in November 2023 to A in November 2025.

amfori BSCI rating, November 2023 and November 2025



No area was rated below C in either audit. A line joins the two ratings of an area that changed.

Source: Table 22.7.

No significant concern or complaint was raised, no grievance was raised in the 12 months before the audit and workers described a good relationship with their supervisors.

Workers interviewed

43

At the November 2025 audit, Table 22.5

Permanent workers

30

Interviewed at the November 2025 audit, Table 22.5

Agency or subcontracted

13

Interviewed at the November 2025 audit, Table 22.5

23

Ethics, integrity and information security

We protect anyone who raises a concern, and the SMETA audit of November 2025 raised 0 findings on business ethics.

GRI 2-16, 2-25, 2-26, 2-27, 205, 418 | NGRBC Principle 1

23.1 Speaking up

A confidential route

We run a grievance process that is confidential, unbiased and open to our personnel and to interested parties outside the company. Anyone may raise a comment, a recommendation or a complaint about the workplace or about our labour standards. We investigate each case, follow it up and communicate the outcome, and results are open to all personnel and, on request, to interested parties.

We do not discipline, dismiss or discriminate against anyone who gives information on compliance with our labour standards or makes a workplace complaint. Worker representatives are protected from discrimination, harassment, intimidation and retaliation, and keep access to their members at the workplace. A separate complaint system covers harassment and sexual exploitation.

Channels in use

Workers and suppliers can reach us through a suggestion box, the works committee, the grievance committee and an open-door policy. The grievance process is available to all workers, and 0 grievances were raised and 0 resolved in the twelve months to November 2025. Table 23.1 sets out each route.

23.2 Integrity and the law

Conflicts of interest

No member of management or staff may take personal profit from their part in our business. Each person discloses personal interests in a pending matter and steps out of the discussion and the decision. No one may obtain a list of clients or donors for private solicitation. We give every new director these rules on

election, and management reviews them each year at a scheduled meeting.

Bribery and corruption

We commit to ethical business conduct and oppose bribery and corruption, and one manager is responsible for these standards. People in sales, purchasing and logistics, who face the greatest exposure, are trained on ethical practice, anti-bribery and anti-corruption, and the last session was on 9 April 2025. The SMETA audit raised no finding on business ethics, and the amfori BSCI audit rated ethical business behaviour A in both November 2023 and November 2025. Table 23.2 sets out each safeguard.

Oversight of business ethics

A Business Ethics Committee oversees business ethics in the company. Our internal audit of 7 and 8 November 2024 evaluated the risk to business ethics, found the policy in place and recorded that every member of the Business Ethics Committee had been trained. At the management review of 15 November 2024 the committee reported Nil business ethics complaints in the six months before it (Table 23.2).

We comply with local, national and other applicable laws, and where requirements overlap we apply the provision most favourable to workers. We had no fine, prosecution or withhold release order for non-compliance on health and safety, labour rights or the environment in the three years before the November 2025 audit. Table 23.3 gives the audit results on ethics.

23.3 Information security

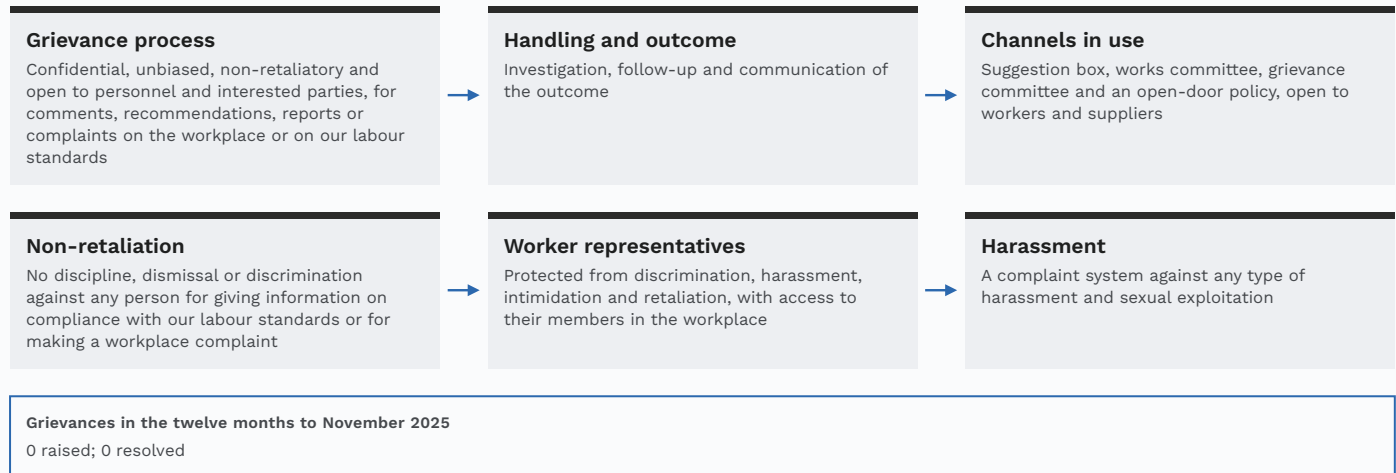
Confidentiality

We keep the personal data of our workers and clients confidential.

Figure 77

A concern raised through any channel is investigated, followed up and answered, and nobody is punished for raising it.

Routes to raise and answer a concern



Routes and safeguards as in Table 23.1.

Source: Table 23.1.

Table 23.1

How we hear and protect those who raise concerns

ROUTE	WHAT WE DO
Grievance process	Confidential, unbiased, non-retaliatory and open to personnel and interested parties, for comments, recommendations, reports or complaints on the workplace or on our labour standards
Handling and outcome	Investigation, follow-up and communication of the outcome; results open to all personnel and to interested parties on request
Channels in use	Suggestion box, works committee, grievance committee and an open-door policy, open to workers and suppliers
Non-retaliation	No discipline, dismissal or discrimination against any person for giving information on compliance with our labour standards or for making a workplace complaint
Worker representatives	Protected from discrimination, harassment, intimidation and retaliation, with access to their members in the workplace
Harassment	A complaint system against any type of harassment and sexual exploitation; those involved may face counselling, warnings, demotion or termination
Grievances in the twelve months to November 2025	0 raised; 0 resolved

Table 23.2

Our integrity safeguards

SAFEGUARD	WHAT WE DO
Conflict of interest	No member of management or staff takes personal profit from their part in the business; each person discloses personal interests in a pending matter and steps out of the discussion and the decision
Client and donor lists	No one obtains a list of clients or donors for private solicitation at any time during their affiliation
Directors	Every new director is given these rules on election; management reviews them each year at a scheduled meeting
Business ethics and anti-bribery	A commitment to ethical business conduct and against bribery, with one manager responsible for the standards; communicated to suppliers and subcontractors, who acknowledge it
Anti-bribery training	People in roles with the greatest exposure to bribery and corruption, such as sales, purchasing and logistics, are trained on ethical practice, anti-bribery and anti-corruption; last session on 9 April 2025
Managerial conduct	Issues resolved objectively, with honesty, loyalty, fairness, respect for others, compassion and integrity; a culture of openness in which issues can be raised
Compliance with the law	Compliance with local, national and other applicable laws; where requirements overlap, the provision most favourable to workers applies
Accountability	Senior management is accountable for compliance; top management defines our social commitments and objectives; the management representative reports on the social management system once in six months
Oversight of business ethics	A Business Ethics Committee; an internal audit on 7 November and 8 November 2024 that evaluated the risk to business ethics and recorded the training of every member of the committee; business ethics complaints reported at the management review of 15 November 2024: Nil

Table 23.3

Audit results on ethics and conduct, November 2023 and November 2025

AUDIT	MEASURE	RESULT
SMETA 4-pillar audit, TUV Rheinland	Findings raised in business ethics	0
SMETA 4-pillar audit, TUV Rheinland	Business ethics management system: policies, resources and monitoring	Robust management systems
SMETA 4-pillar audit, TUV Rheinland	Business ethics management system: communication and training	Some improvements recommended
SMETA 4-pillar audit, TUV Rheinland	Fine, prosecution or withhold release order in the three years before the audit	No fine, prosecution or withhold release order
SMETA 4-pillar audit, TUV Rheinland	Findings raised in all code areas	3, all in working conditions, closed on 30 March 2026
amfori BSCI full monitoring audit, TUV Rheinland, November 2025	Rating for ethical business behaviour	A
amfori BSCI full monitoring audit, TUV Rheinland, November 2025	Overall rating	A
amfori BSCI full monitoring audit, TUV Rheinland, November 2023	Rating for ethical business behaviour	A
amfori BSCI full monitoring audit, TUV Rheinland, November 2023	Overall rating	B

24

Responsible supply chain

The amfori BSCI audit of November 2025 rated us A overall, with 11 of the 13 performance areas at A.

GRI 2-6, 308-1, 403-7, 414-1, 414-2 | NGRBC Principles 2 and 5

24.1 What we buy

Materials and inputs

We normally do business with manufacturers and traders for raw materials and consumable items. We quantify the PU used in production, grid electricity, diesel for the generator sets, canteen LPG and CNG for our two tempos, and Table 24.1 gives each with its unit. PU used in production came to 618,039.72 kg in FY 2022-23, 653,105.80 in FY 2023-24, 641,709.32 in FY 2024-25 and 670,638.84 in FY 2025-26, and grid electricity to 1,644,758.3 kWh in FY 2022-23, 1,768,139.2 in FY 2023-24, 1,731,254.0 in FY 2024-25 and 1,833,445 in FY 2025-26. We record each dispatch of leather cutting waste by date, in kilograms.

Suppliers in the year

In March 2026 we received spacer knitted fabric with recycled content from a mill in Haryana. After the reporting year, in June 2026, we bought TPU inserts and insole sheet from suppliers in China.

Leather

A tannery that supplies us with leather holds a Silver rating from the Leather Working Group. The rating is against the group's leather manufacturer audit standard, in category C, raw hide or skin to finished leather. The tannery was audited in February 2025, and the rating was in force through FY 2025-26.

24.2 How we engage and evaluate suppliers

Conditions of engagement

Our supply chain objective is that suppliers, contractors and service providers respect our labour standards. Every new business partner must be a legal business entity and must commit to our social standards before we engage it, and new service providers join on the same condition.

We rate each approved supplier on a five-band scale that runs from A1 Excellent to D Poor, and a supplier

rated D receives a warning letter, has three months to improve and is then removed from the approved list.

A supplier qualifies when it is certified to a recognised social standard, is stated satisfactory for social compliance by an auditing agency, or holds legal status and commits to our social standards. Its monitoring reports must then show compliance or the start of a process of continual improvement.

Due diligence

We apply due diligence to suppliers, subcontractors, private employment agencies and sub-suppliers, including new ones. We communicate our requirements to their senior leadership and assess significant risks of non-conformance, addressing them in the order our influence and resources allow. We evaluate existing manufacturers and contractors periodically and, where one shows a non-conformance, we help it correct it. Table 24.2 gives each step.

Where a customer nominates a partner, or a partner is the only source, we still ask for the commitment. Where a partner cannot give it, we find a suitable substitute.

24.3 Labour in the supply chain

Labour providers

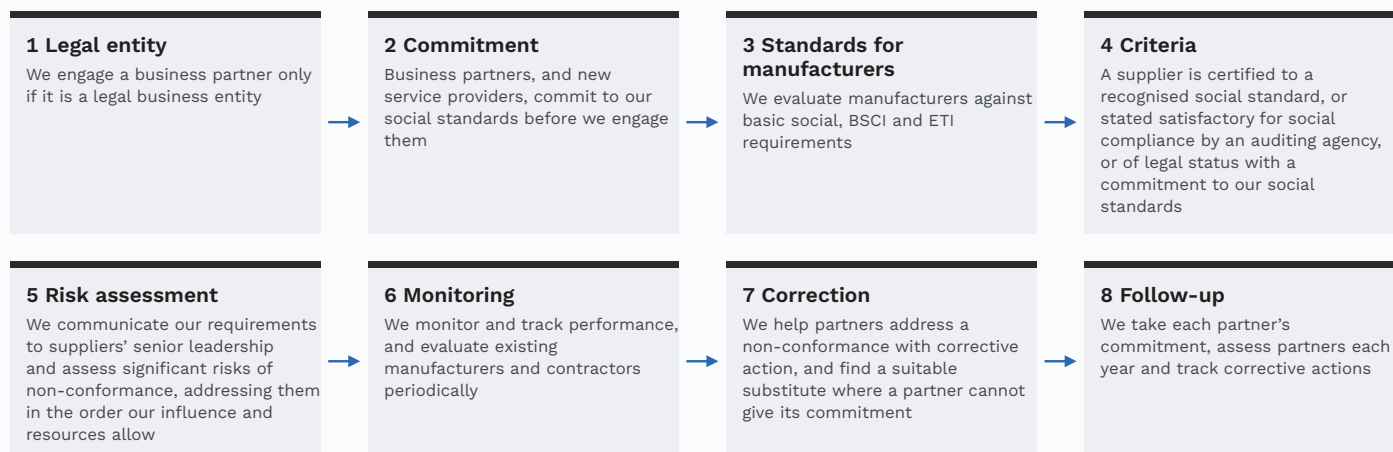
We hold any business entity that supplies labour to us to our commitment against forced labour. No worker bears recruitment fees or costs, and neither we nor any labour supplier engages in or supports human trafficking. We extend to home workers in our supply chain protection equivalent to that of our other workers, and we bar our suppliers from engaging child labour.

The SMETA audit of November 2025 found that no production process is sub-contracted, that we use no home workers and that we collect no recruitment fees from workers. It also recorded that we work with 30 labour contractors and 4 service providers. The amfori BSCI audit found that we had not taken its code commitment from all of them. Table 24.3 sets out each requirement with the audit result.

Figure 78

A partner is engaged only after a commitment, then assessed, monitored and helped to correct any non-conformance.

Steps to qualify and monitor business partners



Exceptions

Partners a customer nominates, and single-source partners, may or may not follow these steps

Steps and the exception as in Table 24.2.

Source: Table 24.2.

Table 24.1

Inputs we quantify, FY 2022-23 to FY 2025-26

INPUT	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
PU used in production	kg	618,039.72	653,105.80	641,709.32	670,638.84
Grid electricity	kWh	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445
Diesel used by the generator sets	litres	32,802.18	34,663.29	34,058.43	35,593.85
Canteen LPG	t	0.93	0.98	0.96	1.01
CNG for our two tempos	t	2.04	2.06	1.68	2.22

Diesel is the quantity the generator sets used in the year, the basis of the Scope 1 figure; tonnes are rounded to two decimals.

Audit ratings

The amfori BSCI full monitoring audit by TUV Rheinland in November 2025 covered all 13 performance areas and gave an overall rating of A. Eleven areas were rated A and two, the social management system and workers involvement and protection, were rated B. The November 2023 audit gave an overall rating of B, with the social management system and workers involvement and protection rated C and occupational health and safety B. Table 24.4 gives each rating for both audits.

24.4 Responsibility and training

Responsibility

Our purchase function tracks the new business partners engaged in each financial year and ensures compliance with our labour standards at suppliers, subcontractors and sub-suppliers. It shares that responsibility with HR and administration, production and the management representative.

We planned awareness sessions through the year on the BSCI code for our core team, the ETI Base Code for all departments and the GRS and RCS recycled content standards. Section 21 covers our training.

Figure 79

Every input we quantify is set out for each of the four years, FY 2022-23 to FY 2025-26.

Input used in each financial year, FY 2022-23 to FY 2025-26

■ FY 2022-23 ■ FY 2023-24 ■ FY 2024-25 ■ FY 2025-26


Source: Table 24.1.

Table 24.2

How we qualify and monitor business partners

STEP	WHAT WE DO
Legal entity	We engage a business partner only if it is a legal business entity
Commitment	Business partners, and new service providers, commit to our social standards before we engage them
Standards for manufacturers	We evaluate manufacturers against basic social, BSCI and ETI requirements
Criteria	A supplier is certified to a recognised social standard, or stated satisfactory for social compliance by an auditing agency, or of legal status with a commitment to our social standards; its monitoring reports show compliance or a process of continual improvement
Risk assessment	We communicate our requirements to suppliers' senior leadership and assess significant risks of non-conformance, addressing them in the order our influence and resources allow
Monitoring	We monitor and track performance, and evaluate existing manufacturers and contractors periodically
Correction	We help partners address a non-conformance with corrective action, and find a suitable substitute where a partner cannot give its commitment
Exceptions	Partners a customer nominates, and single-source partners, may or may not follow these steps
Follow-up	We take each partner's commitment, assess partners each year and track corrective actions

Table 24.3

Requirements for business partners and labour providers, with the audit results of November 2025

PARTY	WHAT WE REQUIRE	WHAT THE AUDITS OF NOVEMBER 2025 FOUND
Suppliers, subcontractors and sub-suppliers	Due diligence on compliance with our labour standards; the purchase function ensures compliance and communicates social and health and safety risks to them	We communicate the code to all suppliers and receive their acknowledgement and self-assessment; no production process is sub-contracted
Private employment agencies and labour suppliers	Due diligence; our commitment against forced labour applies to them; no worker bears recruitment fees or costs; no human trafficking	We work with 30 labour contractors and 4 service providers; the auditors found we had not taken the amfori BSCI commitment from all of them; no recruitment fees are collected from workers
Security contractor	A manpower supplier provides security on contract; we require that all legal and statutory regulations for the contract are fulfilled	Security guards are employed through labour providers
Home workers in the supply chain	Protection equivalent to that of our other workers	We use no home workers, and our suppliers do not use them
Suppliers and child labour	Suppliers do not engage child labour	Rating A for no child labour in the amfori BSCI audit

Table 24.4

amfori BSCI rating by performance area, November 2023 and November 2025

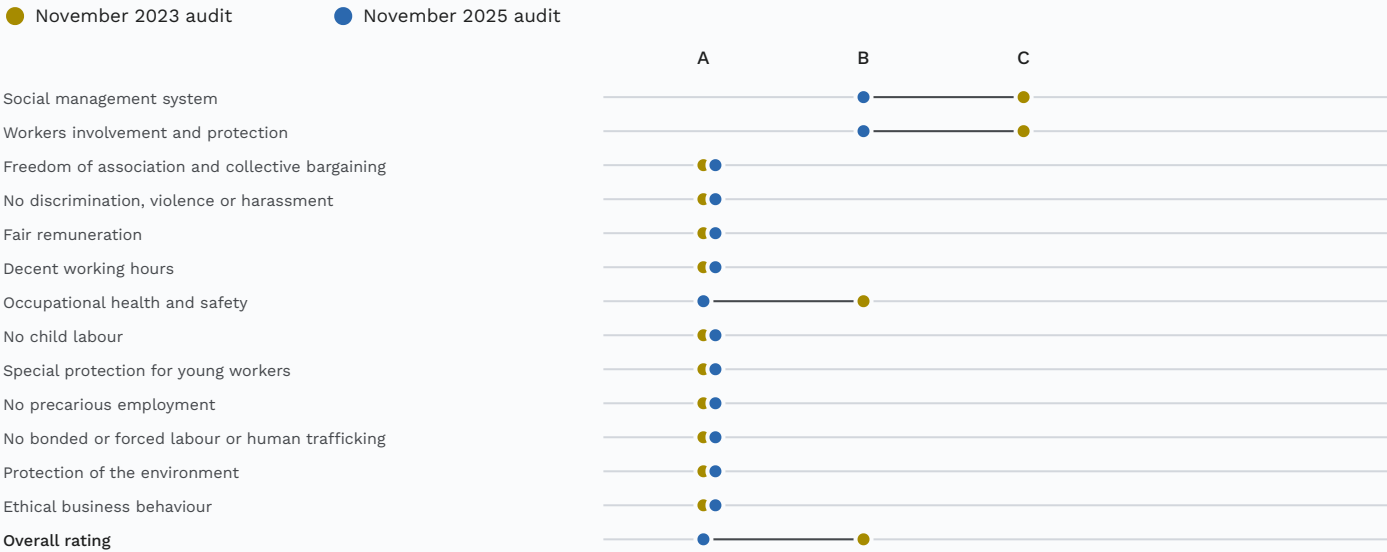
PERFORMANCE AREA	NOVEMBER 2023	NOVEMBER 2025
Social management system	C	B
Workers involvement and protection	C	B
Freedom of association and collective bargaining	A	A
No discrimination, violence or harassment	A	A
Fair remuneration	A	A
Decent working hours	A	A
Occupational health and safety	B	A
No child labour	A	A
Special protection for young workers	A	A
No precarious employment	A	A
No bonded or forced labour or human trafficking	A	A
Protection of the environment	A	A
Ethical business behaviour	A	A
Overall rating	B	A

The audits by TUV Rheinland in November 2023 and November 2025 each covered all 13 performance areas; the scale runs from A, the highest, to E.

Figure 80

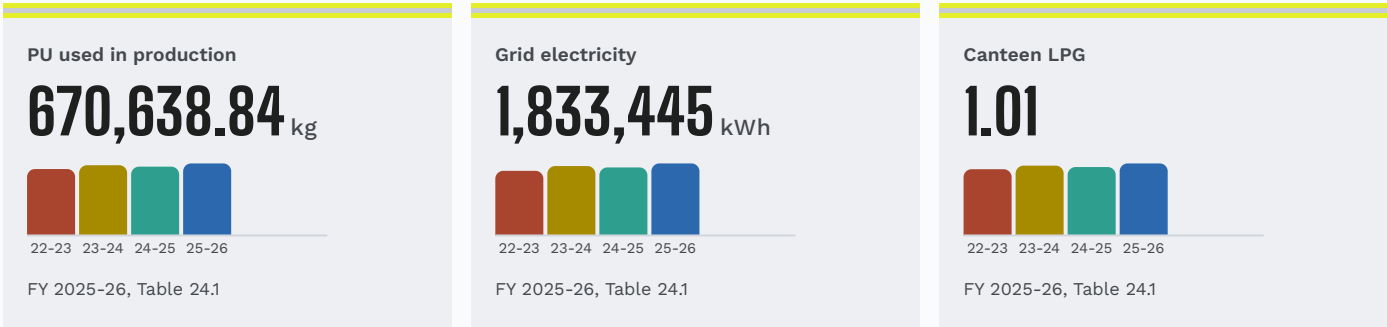
The amfori BSCI audit of November 2025 rated us A overall, and every area A or B.

amfori BSCI rating by performance area, November 2023 and November 2025



Scale from A, the highest, to E. No area was rated below C at either audit.

Source: Table 24.4.



25

Safety footwear, quality and customers

We make safety footwear for export, and our major customers are in six countries, four of them in Europe.

GRI 2-6, 416-1, 416-2, 418-1 | NGRBC Principles 2 and 9

25.1 Our products and markets

Safety footwear for export

We make safety footwear for export and comfort footwear for international and domestic markets, by the process and on the machine lines that Section 7 describes. We were set up to export safety footwear as global demand for personal protective equipment grew, and comfort footwear began trial production in 2008. Our safety footwear range spans the categories of EN ISO 20345:2022, among them S1PS, S3S and S7S, and Section 25.4 sets out what each gives the wearer. Table 25.1 gives what we state about our products, processes and customer commitments.

Our major customers are in Germany, Austria, France, the United Kingdom, South Africa and New Zealand. Four of the six countries are in Europe, and Table 25.2 gives the region of each.

25.2 What we commit to customers

Commitment to the wearer

We commit to safety and comfort footwear at an affordable price and to customer satisfaction through continual improvement of our systems and processes. We cooperate fully with external auditors at announced and unannounced audits. Both audits of November 2025, the SMETA audit and the amfori BSCI audit, were semi-announced and were carried out by TUV Rheinland.

We measure continual improvement in social performance by the rating score of internal assessment and independent evaluation. The amfori BSCI audit of November 2025 gave an overall rating of A, and Section 24 gives its ratings by performance area.

25.3 Quality, product substances and disclosure

Quality system

Our quality management system is certified to ISO 9001:2015 by TUV Rheinland, in force through the year. We planned awareness sessions on quality and the quality management system for all departments, with further sessions on customer manufacturing requirements and on the harmful nature of substances.

We apply limits to restricted substances in the leather, synthetic, plastic, natural fibre, metal and rubber materials that go into our footwear. The limits cover azo dyes, phenols, heavy metals, phthalates, formaldehyde, volatile organic compounds, chlorinated paraffins and biocides, among other parameters. Table 25.3 gives the substances and properties we restrict and the materials each applies to.

Limits we set

For azo amines, chlorinated phenols, PFOS and PFOA, organotin compounds and PVC, dimethylfumarate and hydrofluorocarbons, the limit is that the substance is not detectable. For most other substances we set a numerical limit. The same list sets limits on the physical properties of the materials: tear and tensile strength, flexing, water vapour permeability and abrasion. These are the limits we set for our materials, and they are not test results.

Inspection, complaints and recall

We inspect finished footwear at the final stage against an acceptance quality limit. Customers send a complaint by email to our merchandiser, and we follow it through corrective and preventive action. For FY 2025-26 our answer is Nil customer safety complaints and recalls (Table 25.1). Finished articles pass a metal detector, and we account for broken needles. Our recall procedure grades a recall as one of three types, the first of them urgent. It sets four depths of recovery: controlled recovery, trade removal, retail removal and public recall. A recall committee drawn from six functions directs a recall, and the recall procedure is tested at least every two years.

Figure 81

Our footwear is made in eight stations in a set order, from cutting to dispatch.

Manufacturing stations in order, FY 2025-26



Main machine lines

Clicker, beam cutting, splitting and skiving machines; post bed stitching machines; D-ring, counter moulding, Strobel and lasting machines; Desma machines; oven

Sequence, purpose and machine lines as in Table 25.1.

Source: Table 25.1.

Table 25.1

Products, processes and customer commitments

SUBJECT	WHAT WE STATE
Founding purpose	Set up to export safety footwear as global demand for personal protective equipment grew
Comfort footwear	Trial production for international and domestic markets began in 2008
Manufacturing sequence	From cutting through preparation, fitter, lasting, Desma injection moulding, finishing and packing to dispatch
Main machine lines	Clicker, beam cutting, splitting and skiving machines; post bed stitching machines; D-ring, counter moulding, Strobel and lasting machines; Desma machines; oven
Site layout	Three buildings holding the cutting, bottom, closing, stitching, finishing and packing floors, a laboratory, the canteen, the stores, the generator section and a chemical store
Customer commitment	Safety and comfort footwear for customers at an affordable price; customer satisfaction enhanced through continual improvement of systems and processes
External audits	Full cooperation with external auditors at announced and unannounced audits; both audits of November 2025 were semi-announced
Social performance rating	Continual improvement, measured by the rating score of internal assessment and independent evaluation
Customer safety complaints and recalls, FY 2025-26	Nil

Table 25.2

Countries of our major customers

COUNTRY	REGION
Germany	Europe
Austria	Europe
France	Europe

Table 25.2 continues on the next page

Table 25.2, continued

COUNTRY	REGION
United Kingdom	Europe
South Africa	Africa
New Zealand	Oceania

Countries of our major customers; customers are given by country only.

Table 25.3

Substances and properties we restrict, by material

SUBSTANCE OR PROPERTY	MATERIALS IT APPLIES TO
Azo dyes and phenols	Leather, synthetics and natural fibres
Cadmium	Synthetics and plastic components
Lead	Leather, synthetics and plastic components
Nickel release	Metal parts
Formaldehyde, with separate limits for children's and adults' footwear	Leather, synthetics and natural fibres
2-Mercaptobenzothiazol (2-MBT)	Synthetics and rubber
Technical MDA and triclosan	Leather, synthetics and natural fibres
N-nitrosamines	Rubber
pH value	Leather

Each parameter is set with a limit in our restricted substances limits; many further parameters are set at not detectable.

Figure 82

Synthetics are covered by six of the nine restricted substances and properties, more than any other material.

Restricted substances and properties by material

	Material it applies to					
	Leather	Synthetics	Natural fibres	Plastic components	Metal parts	Rubber
Azo dyes and phenols	●	●	●			
Cadmium		●		●		
Lead	●	●		●		
Nickel release					●	
Formaldehyde, with separate limits for children's and adults' footwear	●	●	●			
2-Mercaptobenzothiazol (2-MBT)		●				●
Technical MDA and triclosan	●	●	●			
N-nitrosamines						●
pH value	●					

A dot marks a material the table names for the substance or property.

Source: Table 25.3.

25.4 Product use and end of life

What our footwear protects against

Our safety footwear carries the categories and markings of EN ISO 20345:2022, among them S1PS, S3S

and S7S. Every category starts from a protective toe cap against impact and compression and from slip resistance. The categories from S1 upward add a closed heel, an antistatic sole and energy absorption at the heel, and the higher ones add an insert against perforation and resistance to water.

Further markings cover outsoles resistant to fuel oil or to hot contact (HRO), cut protection and a ladder grip at the heel. Table 25.4 gives each marking and what it gives the wearer.

What our footwear is made of

Our uppers are cow leather, nubuck, suede, microfibre or textile mesh, over textile linings, some with a waterproof membrane. Toe caps are fibreglass composite, aluminium or steel, and soles are PU/PU, PU/rubber, EVA/rubber, phylon/rubber or EVA. Metal-free models pair a fibreglass composite toe cap with

a non-metal insert against perforation (Table 25.5). We build the shoe by one of two routes: on the injection route PU is injected directly onto the lasted upper on our Desma machines, and on the cemented route the sole is joined to the upper with adhesive.

End of life in this report

On end of life, this report covers the materials of our own production. Our leather cuttings leave the site on dated dispatches, and in March 2026 we received a roll of fabric with recycled content. Section 18 reports both.

Table 25.4

Markings of EN ISO 20345:2022 on our safety footwear and what each gives the wearer

MARKING OR FEATURE	WHAT IT GIVES THE WEARER
SB, the basic requirement	A protective toe cap against impact and compression, with slip resistance on a ceramic floor
S1	The basic requirement with a closed heel, an antistatic sole and energy absorption at the heel
S1PS and S1PL	S1 with a non-metal insert in the sole against perforation
S3S and S3L	S1 with an upper resistant to water penetration and absorption, a cleated outsole and a non-metal insert against perforation
S7S and S7L	S3S or S3L protection with footwear resistant to water as a whole
P, PL and PS	An insert in the sole against perforation; P is metal, PL and PS are non-metal
SR	Slip resistance on a ceramic floor with glycerine
FO	A sole resistant to fuel oil
HRO	An outsole resistant to hot contact
CR, cut protection	Resistance to cuts, on the models built for it
LG, ladder grip	Support at the heel for standing on ladder rungs, on some soles

Markings and their meanings are those of EN ISO 20345:2022; S1PS, S3S and S7S are among the categories in our range.

Table 25.5

What our footwear is made of, by component

COMPONENT	MATERIALS
Upper	Cow leather in smooth, nubuck, suede, crazy, milled or grain finish; buff leather; microfibre suede; a knitted upper with TPU; textile mesh; nappa
Lining	Textile, some with a waterproof membrane
Sock	Textile with moulded PU, or with moulded perforated EVA on some models
Insole	Composite; Kevlar on some models
Toe cap	Fibreglass composite, aluminium or steel
Sole	PU/PU, PU/rubber, EVA/rubber, phylon/rubber, extralite EVA or EVA

Metal-free models pair a fibreglass composite toe cap with a non-metal insert against perforation.

26

Community

Our site in Agra drew 346, 365, 359 and 375 KL of groundwater from FY 2022-23 to FY 2025-26.

GRI 2-29, 303-1, 413-1 | NGRBC Principles 4 and 8

26.1 Our site in Agra

The site

Our premises sit on the EPIP industrial estate at Shastripuram, Agra, in Uttar Pradesh. We have operated at this location since 2008, in buildings we own, and the site has no dormitory. We draw groundwater through a metered borewell, our domestic wastewater goes to the common sewage line, and rainwater harvesting was in place during the year. Part of our electricity comes from a 400 kW rooftop solar plant that we own, and the rest from the grid. Groundwater drawn through the borewell came to 346 KL in FY 2022-23, 365 in FY 2023-24, 359 in FY 2024-25 and 375 in FY 2025-26. Table 26.1 gives each of these local interfaces.

All our employees are Indian nationals entitled to work anywhere in India, and no foreign or domestic migrant workers are employed at the site. We assessed the human rights impacts of the site in September 2025.

Table 26.1
The site and its local interfaces, FY 2025-26

INTERFACE	DETAIL
Location	EPIP, Shastripuram, Agra, Uttar Pradesh
Area of the site	14,126 m2 to the site boundary
Buildings	Three buildings we own, with no dormitory
Groundwater	346, 365, 359 and 375 KL (FY 2022-23 to FY 2025-26) drawn through the borewell meter
Domestic wastewater	Common sewage line
Rainwater harvesting	In place in FY 2025-26
Rooftop solar plant	400 kW, owned by the company
Work outside the factory	No work is done for the company outside the factory
Migrant workers	None, foreign or domestic

26.2 How interested parties reach us

Open routes

Interested parties outside our workforce may use the grievance process that Section 23 describes, and its results are available to them on request. We publish our social commitments on our website and give them to interested parties on request. The management representative is responsible for communication with them, and the social performance team assesses social risks in meaningful consultation with them.

We take part in stakeholder engagement to sustain compliance with our labour standards. Table 26.2 gives each route.

26.3 Health and welfare

Health camp

We host a health camp for our workers on our production floor, where a hospital brings health care to them at their place of work. Table 26.3 gives our community activities.

Figure 83

The 14,126 m2 site drew 346 to 375 KL of groundwater a year and has a 400 kW solar plant.

Site facts, FY 2025-26, and routes for interested parties

Area of the site 14,126 m2	Groundwater 346 to 375 KL	Domestic wastewater Commo	Rainwater harvesting I	Rooftop solar plant 400 kW
Grievance process Open to interested parties for comments, recommendations, reports or complaints	Social commitments Published on our website and given to interested parties on request	Outside communication The management representative is responsible and authorised for communication with interested parties	Risk assessment The social performance team assesses social risks in meaningful consultation with interested parties	Stakeholder engagement We take part in stakeholder engagement to sustain compliance with our labour standards
		Suggestions and complaints Interested parties may send us suggestions and complaints		

The site as in Table 26.1; the routes as in Table 26.2.

Source: Tables 26.2 and 26.1.

Table 26.2

Routes open to interested parties

ROUTE	WHAT WE DO
Grievance process	Open to interested parties for comments, recommendations, reports or complaints; results available to them on request
Social commitments	Published on our website and given to interested parties on request
Outside communication	The management representative is responsible and authorised for communication with interested parties
Risk assessment	The social performance team assesses social risks in meaningful consultation with interested parties
Stakeholder engagement	We take part in stakeholder engagement to sustain compliance with our labour standards
Suggestions and complaints	Interested parties may send us suggestions and complaints

Table 26.3

Community activities

ACTIVITY	WHAT WE DO
Health camp	We host a health camp for our workers on our production floor, where a hospital brings health care to them
Human rights impact assessment	We assessed the human rights impacts of the site in September 2025
Workers from the region	All employees are Indian nationals; no foreign or domestic migrant workers are employed at the site

27

Benchmarking our performance

Each of the eight measures states its unit, boundary, method and value for FY 2022-23 to FY 2025-26 for comparison.

GRI 2-4, 302-1, 305-1, 305-2 | NGRBC Principle 6

27.1 How a comparison works

Comparing our figures

Our figures for FY 2022-23 to FY 2025-26 can be compared with another company's as this section sets out. Table 27.1 lists the measures this report states, each in absolute terms with its unit, its value in each of the four years, its boundary and its method, and Appendix B states the method behind each figure. Energy within the company came to 8,990.84 GJ in FY 2022-23, 9,495.92 in FY 2023-24, 9,314.10 in FY 2024-25 and 9,756.02 in FY 2025-26, and Scope 1 and 2 emissions to 1,273.59 tCO₂e in FY 2022-23, 1,386.53 in FY 2023-24, 1,327.56 in FY 2024-25 and 1,405.86 in FY 2025-26.

Every measure covers a financial year, from FY 2022-23 to FY 2025-26, and Euro Safety Footwear (India) Limited alone, under operational control. Values in tCO₂e, GJ and tonnes are rounded to two decimals, as Appendix B sets out.

Boundaries of each measure

Our energy and Scope 1 measures cover diesel for the three generator sets, the canteen LPG and CNG for our two tempos. Fuel for the forklift is outside both, because the inventory counts the fuels whose use we recorded through the year, and the buses and senior staff cars that carry people to work are reported as

Scope 3, Category 7. Energy also counts grid electricity and the electricity from our 400 kW rooftop solar plant, which carries no emissions. Scope 2 is location-based and applies the CEA grid factor of each year, set out in Appendix B, to grid electricity. Groundwater is the reading of the borewell meter, and PU is the monthly production quantity. A comparison holds where another company's boundary and grid factor year match these.

27.2 Standards a comparison uses

Social standards

Our social management system follows SA8000:2014, and we evaluate the manufacturers in our supply chain against BSCI and ETI requirements. We planned awareness of the ETI Base Code for all departments and of the BSCI code for the core team. Both social audits of November 2025, the SMETA 4-pillar audit and the amfori BSCI full monitoring audit, were carried out by TUV Rheinland.

Scope 1 applies IPCC 2006 factors and AR6 global warming potentials, and Scope 2 applies the CEA factor of each year, that of FY 2024-25 and FY 2025-26 being from its User Guide Version 21.0 (December 2025). We report with reference to the GRI Standards, and Table 27.2 lists each standard and method with where this report applies it.



Figure 84

Each of the eight measures in this report states its unit, its boundary, its method and four years.

Unit and method of each reported measure

Energy within the company GJ In FY 2025-26, grid electricity, own solar electricity, diesel for the three generator sets, canteen LPG and CNG for our two tempos	Scope 1 emissions tCO₂e In FY 2025-26, diesel for the three generator sets, canteen LPG and CNG for our two tempos	Scope 2 emissions, location-based tCO₂e In FY 2025-26, grid electricity	Scope 1 and 2 emissions tCO₂e In FY 2025-26, the boundaries of the two scopes
Electricity used kWh In FY 2025-26, grid electricity and own rooftop solar electricity, added	Own solar share of electricity used % In FY 2025-26, the rooftop solar plant of 400 kW, owned by the company	Groundwater drawn through the borewell meter KL In FY 2025-26, the borewell meter	PU used in production kg In FY 2025-26, the monthly production quantity

Unit and method of each measure as in Table 27.1, which also gives its boundary.

Source: Table 27.1.

Table 27.1

Measures, units, values, boundaries and methods, FY 2022-23 to FY 2025-26

MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	BOUNDARY AND METHOD
Energy within the company	GJ	8,990.84	9,495.92	9,314.10	9,756.02	In FY 2025-26, grid electricity, own solar electricity, diesel for the three generator sets, canteen LPG and CNG for our two tempos; electricity and fuels converted to GJ, fuels at their net calorific values
Scope 1 emissions	tCO ₂ e	95.94	101.09	98.37	104.11	In FY 2025-26, diesel for the three generator sets, canteen LPG and CNG for our two tempos; IPCC 2006 factors and AR6 global warming potentials
Scope 2 emissions, location-based	tCO ₂ e	1,177.65	1,285.44	1,229.19	1,301.75	In FY 2025-26, grid electricity; the CEA grid factor of the year, set out in Appendix B
Scope 1 and 2 emissions	tCO ₂ e	1,273.59	1,386.53	1,327.56	1,405.86	In FY 2025-26, the boundaries of the two scopes; the two scope totals added
Electricity used	kWh	2,131,678.4	2,252,624.7	2,213,317.1	2,313,097.8	In FY 2025-26, grid electricity and own rooftop solar electricity, added
Own solar share of electricity used	%	22.84	21.51	21.78	20.74	In FY 2025-26, the rooftop solar plant of 400 kW, owned by the company; own solar electricity over electricity used

Table 27.1 continues on the next page

Table 27.1, continued

MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	BOUNDARY AND METHOD
Groundwater drawn through the borewell meter	KL	346	365	359	375	In FY 2025-26, the borewell meter; closing reading less start reading, summed over the months
PU used in production	kg	618,039.72	653,105.80	641,709.32	670,638.84	In FY 2025-26, the monthly production quantity; monthly PU quantities added

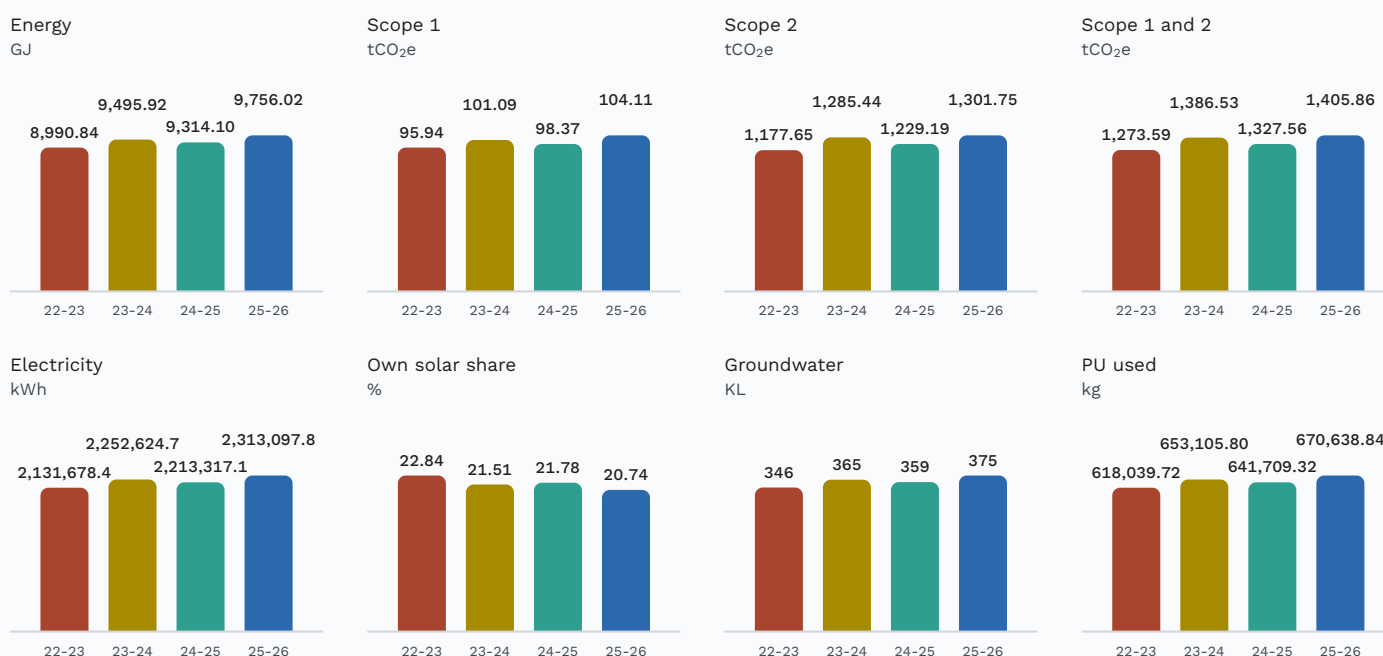
Every measure covers a financial year, from FY 2022-23 to FY 2025-26, and Euro Safety Footwear (India) Limited alone, under operational control.

Figure 85

Energy, emissions, electricity, groundwater and PU use are set out for each of the four years.

Measure in each financial year, FY 2022-23 to FY 2025-26

FY 2022-23 FY 2023-24 FY 2024-25 FY 2025-26



Source: Table 27.1.

Table 27.2

Standards and methods this report applies

STANDARD OR METHOD	WHERE THIS REPORT APPLIES IT	WHAT IT GOVERNS
SA8000:2014	Our social management system	Labour practices, health and safety and the management of the social system
BSCI and ETI requirements	Evaluation of manufacturers in our supply chain	Social compliance of suppliers
ETI Base Code; amfori BSCI code	Awareness sessions	All departments for the ETI Base Code; the core team for the BSCI code

Table 27.2 continues on the next page

Table 27.2, continued

STANDARD OR METHOD	WHERE THIS REPORT APPLIES IT	WHAT IT GOVERNS
SMETA 4-pillar audit and amfori BSCI full monitoring audit, TUV Rheinland, November 2025	The sections on ethics, supply chain and products	Labour standards, health and safety, environment and business ethics at the site
ISO 9001:2015, TUV Rheinland, in force through the year	Section 25	Quality management system
IPCC 2006 factors; AR6 global warming potentials	Basis of preparation, Appendix B	Scope 1 emissions
CEA grid emission factor of each year, set out in Appendix B	Basis of preparation, Appendix B	Scope 2 location-based emissions
GRI Standards, with reference	GRI content index	The disclosures this report makes

28 Sustainable Development Goals

We map our FY 2025-26 position to ten Sustainable Development Goals, led by SDG 7 and SDG 13 on energy and emissions.

GRI 302-1, 303-3, 305-1, 305-2 | SDG 3, 4, 5, 6, 7, 8, 12, 13 | NGRBC Principles 3, 5, 6

28.1 Goals, targets and the year’s record

How we map the goals

We map our FY 2025-26 position to ten of the 17 Sustainable Development Goals, and to a named target under each. A goal enters the map where we hold a practice on its subject. For eight of them (Goals 3, 4, 5, 6, 7, 8, 12 and 13) we give a measured or planned position in Table 28.1; Goals 11 and 16, linked to the two Monitor topics, rest on practice alone, and Table 28.2 shows them. Table 28.1 gives each of the eight goals with what we do, our position and the section that reports it.

Energy and climate

Goals 7 and 13 carry the year’s largest quantities, from our own rooftop solar plant and from our Scope 1 and Scope 2 emissions, which Section 16 reports.

Purchased electricity is the larger of our two emission sources in the year.

Work and health

Goals 3, 5 and 8 rest on our social policy and on the working-environment readings of March 2026. We hire at 18 and above and charge no recruitment fees. For Goal 5 we bar discrimination in hiring, pay, training, promotion and termination, bar pregnancy tests and keep a complaint system against harassment.

Water, materials and learning

Goals 6 and 12 draw on our borewell meter, our waste dispatches and the PU used in production, which Section 18 reports. Goal 4 rests on the training we planned for 2025 and on our commitment to finance the education of any child found working until the child is no longer a child worker.

Figure 86

Our figures for energy, emissions, water and materials each map to a Sustainable Development Goal.

Figures mapped to Sustainable Development Goals, FY 2025-26



Each figure and its goal as in Table 28.3.

Source: Table 28.3.

Table 28.1

Sustainable Development Goals, targets and our position, FY 2022-23 to FY 2025-26 where measured

GOAL AND TARGET	WHAT WE DO	POSITION, WITH FY 2022-23 TO FY 2025-26 WHERE MEASURED	SECTION
SDG 3 Good health and well-being, target 3.9	We rate workplace hazards, physical, chemical, biological and environmental, by impact and probability, and keep air monitoring and drinking water testing among our health and safety measures	Work-zone SPM readings of 0.62 to 1.16 mg/m3 at six locations, March 2026; 0.12 to 0.19 mg/m3 at five locations, December 2024	Section 17; Section 20
SDG 4 Quality education, target 4.4	We plan training by topic, department and quarter; we finance the education of any child found working until the child is no longer a child worker	Planned: sessions from fire safety on 9 April 2025 to legal rights under EPFO and ESIC on 20 December 2025	Section 21; Section 22
SDG 5 Gender equality, target 5.1	We bar discrimination in hiring, remuneration, training, promotion, termination and retirement, bar pregnancy and virginity tests and keep a complaint system against harassment	Planned: harassment awareness sessions each quarter, from 23 May 2025	Section 22
SDG 6 Clean water and sanitation, target 6.4	Groundwater drawn through a metered borewell; domestic wastewater to the common sewage line; free access to potable water and clean toilets	Groundwater drawn through the borewell meter: 346, 365, 359 and 375 KL (FY 2022-23 to FY 2025-26)	Section 17
SDG 7 Affordable and clean energy, targets 7.2 and 7.3	A 400 kW rooftop solar plant owned by the company; LED lighting and efficient motors, drives and compressors as our energy steps	Own solar electricity 479,652.8 kWh in FY 2025-26; grid electricity 1,644,758.3, 1,768,139.2, 1,731,254.0 and 1,833,445 kWh (FY 2022-23 to FY 2025-26)	Section 16
SDG 8 Decent work and economic growth, targets 8.7 and 8.8	Hiring at 18 and above, no recruitment fees, no retained original documents, no trafficking, a regular working week of 48 hours, excluding overtime, with one weekly off, and freedom of association	The hazard the targets address: noise readings of March 2026, at the generator sets 71.9 to 72.8 dB(A) closed canopy against 75 dB(A), cutting 71.2 dB(A) and compressor room 72.4 dB(A) against 90.0 dB(A); in December 2024 the closed-canopy readings were 36.5 to 61.5 dB(A)	Section 20; Section 22
SDG 12 Responsible consumption and production, targets 12.4 and 12.5	Each dispatch of paper, carton, leather cuttings and seven hazardous streams dated and kept apart by stream	PU used in production in each of the four years (Table 28.3); hazardous dispatches numbered 3, 3, 4 and 4 (FY 2022-23 to FY 2025-26), those of FY 2025-26 on 30 May 2025, in June 2025, on 11 November 2025 and on 21 March 2026	Section 18
SDG 13 Climate action, target 13.2	Scope 1 and Scope 2 from our fuel and electricity use, at IPCC 2006 factors, AR6 global warming potentials and the CEA grid factor of each year, set out in Appendix B	Scope 1 95.94, 101.09, 98.37 and 104.11 tCO ₂ e; Scope 2 1,177.65, 1,285.44, 1,229.19 and 1,301.75 tCO ₂ e; Scope 1 and 2 1,273.59, 1,386.53, 1,327.56 and 1,405.86 tCO ₂ e (FY 2022-23 to FY 2025-26)	Section 16

Topics and goals

Each of the 12 material topics in our materiality assessment links to at least one goal. The four Core topics, occupational health and safety, labour and

human rights, chemicals and hazardous waste, and the supply chain, serve Goals 3, 5, 8 and 12. For Goals 11 and 16 we hold the site's location on an industrial estate and a grievance procedure that bars retaliation.

28.2 Material topics and the goals

Table 28.2

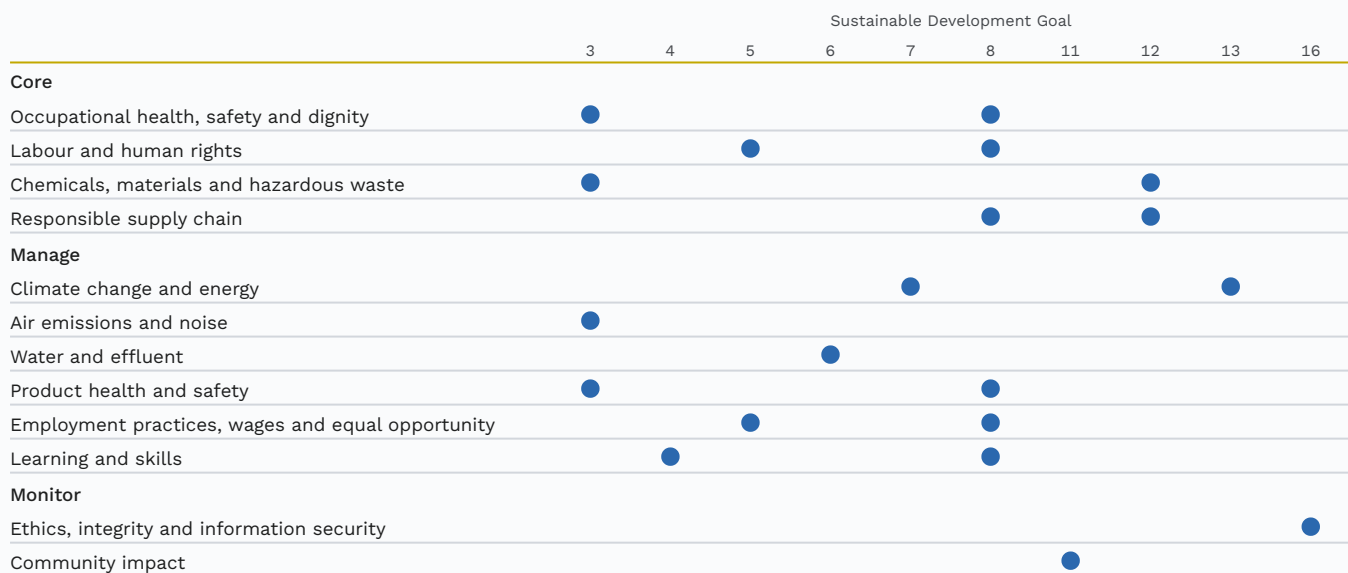
Material topics and the goals they serve

MATERIAL TOPIC	TIER	GOALS	SECTION
Occupational health, safety and dignity	Core	SDG 3 and 8	Section 20
Labour and human rights	Core	SDG 5 and 8	Section 22
Chemicals, materials and hazardous waste	Core	SDG 3 and 12	Section 18
Responsible supply chain	Core	SDG 8 and 12	Section 24
Climate change and energy	Manage	SDG 7 and 13	Section 16
Air emissions and noise	Manage	SDG 3	Section 17
Water and effluent	Manage	SDG 6	Section 17
Product health and safety	Manage	SDG 3 and 8	Section 25
Employment practices, wages and equal opportunity	Manage	SDG 5 and 8	Section 19
Learning and skills	Manage	SDG 4 and 8	Section 21
Ethics, integrity and information security	Monitor	SDG 16	Section 23
Community impact	Monitor	SDG 11	Section 26

Figure 87

SDG 8 is linked to six of the twelve material topics, more than any other goal.

Material topics against Sustainable Development Goals



A dot marks a goal the table links to the topic.

Source: Table 28.2.

28.3 Indicators for the goals

Table 28.3

Indicators for the goals, FY 2022-23 to FY 2025-26

INDICATOR	GOAL	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Grid electricity	SDG 7	kWh	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445
Own rooftop solar electricity	SDG 7	kWh	486,920.1	484,485.5	482,063.1	479,652.8
Energy within the company	SDG 7	GJ	8,990.84	9,495.92	9,314.10	9,756.02
of which grid electricity	SDG 7	GJ	5,921.13	6,365.30	6,232.51	6,600.40
of which own solar electricity	SDG 7	GJ	1,752.91	1,744.15	1,735.43	1,726.75
of which fuels	SDG 7	GJ	1,316.80	1,386.47	1,346.15	1,428.86
Scope 1 emissions	SDG 13	tCO ₂ e	95.94	101.09	98.37	104.11
Scope 2 emissions, location-based	SDG 13	tCO ₂ e	1,177.65	1,285.44	1,229.19	1,301.75
Scope 1 and 2 emissions	SDG 13	tCO ₂ e	1,273.59	1,386.53	1,327.56	1,405.86
Groundwater drawn through the borewell meter	SDG 6	KL	346	365	359	375
PU used in production	SDG 12	kg	618,039.72	653,105.80	641,709.32	670,638.84

Totals are summed before rounding, so parts and totals may differ in the second decimal place.

Reading the indicators

Table 28.3 sets the quantities of the four years from the energy, water, materials and working-environment sections under the goal each serves. Energy within the company came to 8,990.84 GJ in FY 2022-23, 9,495.92 in FY 2023-24, 9,314.10 in FY 2024-25 and 9,756.02 in FY 2025-26, and Scope 1 and 2 emissions to 1,273.59 tCO₂e in FY 2022-23, 1,386.53 in FY 2023-24, 1,327.56 in FY 2024-25 and 1,405.86 in

FY 2025-26. Energy within the company is split into grid electricity, our own solar electricity and the fuel for the three generator sets, the canteen and our two CNG tempos.

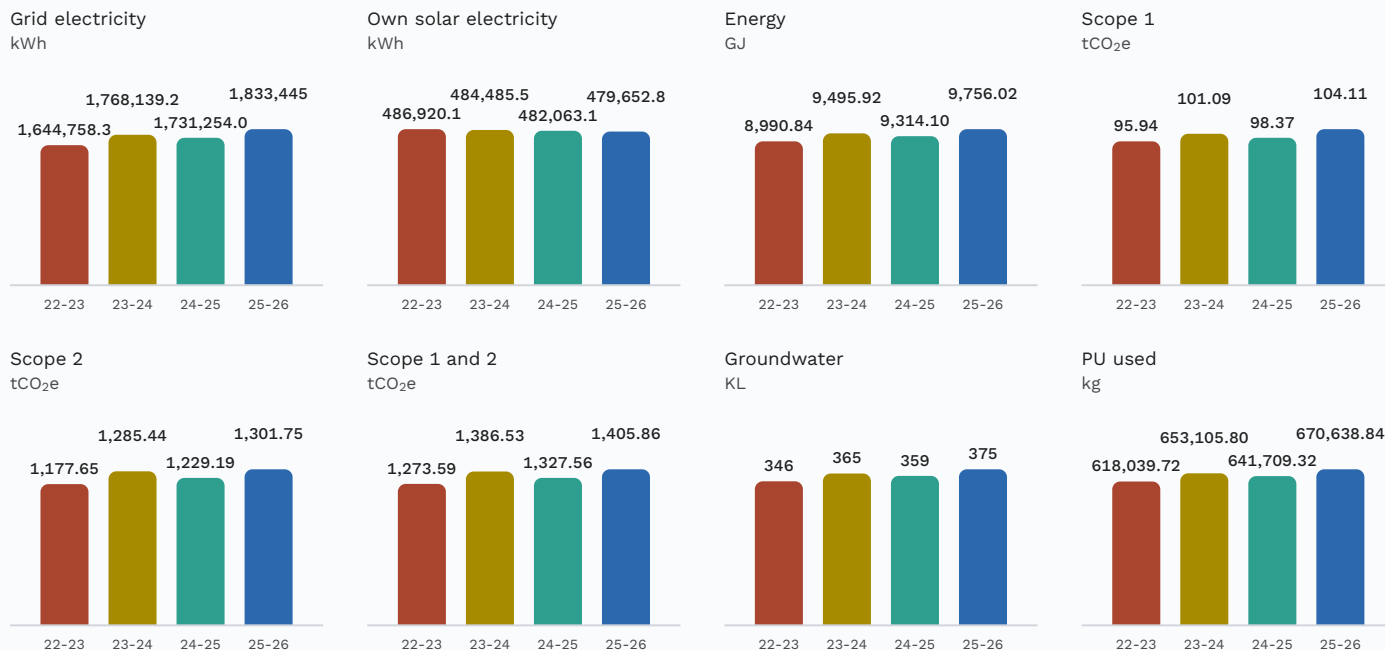
Scale of the map

The map states contribution at the scale of one site in Agra and makes no claim for any goal beyond the figures and practices in Table 28.1 and Table 28.2.

Figure 88

Scope 1 and 2 emissions came to 1,405.86 tCO₂e in FY 2025-26, the year of this report.

Indicator in each financial year, noise at the rounds on record

■ FY 2022-23
■ FY 2023-24
■ FY 2024-25
■ FY 2025-26


Source: Table 28.3.

29

UN Global Compact principles

We map our FY 2025-26 position to the 10 UN Global Compact principles and report nine of them in part.

GRI 2-23, 2-26, 205-1 | NGRBC Principles 1, 5, 6

29.1 The ten principles

Alignment with the principles

We map our practices and figures to the 10 principles of the UN Global Compact in human rights, labour, environment and anti-corruption, and we state our alignment with them. This report claims no signatory or participant status. For each principle, Table 29.1 gives what we set, the position of FY 2025-26, a status and the section that reports it.

Human rights

Principles 1 and 2 rest on our social management system. We respect the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. We engage business partners only after they commit to our social policy, and we run due diligence on suppliers, subcontractors, private employment agencies and sub-suppliers.

Labour standards

Principles 3 to 6 rest on the same system. We recognise the right of all personnel to form and join trade unions and to bargain collectively, and we protect elected worker representatives from retaliation. We

hire at 18 and above with age proof at appointment, charge no recruitment fees, retain no documents and bar discrimination in hiring, pay, training, promotion and termination. We planned sessions in 2025 on human rights, freedom of association, non-discrimination and harassment.

Environmental principles

Principles 7 to 9 rest on our plant, steps and figures of the year. We own a 400 kW rooftop solar plant, and our energy and water steps were LED lighting, efficient motors, drives and compressors, and rainwater harvesting. Section 16 reports the year's energy and emissions.

Anti-corruption principle

Principle 10 rests on our grievance procedure, which is confidential, non-retaliatory and open to personnel and interested parties. Legal compliance is the first of our three social objectives. No member of management or staff may take personal profit from the business, and the roles most exposed to bribery are trained on anti-bribery and anti-corruption. In November 2025 the amfori BSCI audit by TUV Rheinland rated our ethical business behaviour A (Section 30).

Figure 89

We respect six groups of international instruments, from the Universal Declaration of Human Rights to ILO conventions.

Instruments respected and status of the ten principles

Human rights, Principles 1 and 2 Universal Declaration of Human Rights	Freedom of association, Principle 3 ILO Convention 87 (Freedom of Association)	Forced and compulsory labour, Principle 4 ILO Conventions 29 (Forced Labour) and 105 (Abolition of Forced Labour)
Child labour, Principle 5 ILO Convention 138 and Recommendation 146 (Minimum Age)	Discrimination, Principle 6 ILO Conventions 100 (Equal Remuneration) and 111 (Discrimination, Employment and Occupation)	Conditions of work, Principles 1 and 4 ILO Convention 1 (Hours of Work, Industry)
Status of the principles Nine reported in part; information incomplete for Principle 7.		

Instruments from Table 29.2; status from Table 29.1.

Source: Tables 29.1 and 29.2.

Table 29.1

The ten principles, our practices and our position, FY 2022-23 to FY 2025-26 where measured

PRINCIPLE	WHAT WE SET	POSITION, WITH FY 2022-23 TO FY 2025-26 WHERE MEASURED	STATUS	SECTION
Principle 1: support and respect the protection of internationally proclaimed human rights	We respect the Universal Declaration of Human Rights, the two International Covenants and the UN Guiding Principles on Business and Human Rights	Planned: human rights awareness for all departments on 28 October 2025	Reported in part	Section 22
Principle 2: make sure we are not complicit in human rights abuses	We engage business partners only after they commit to our social policy; due diligence covers suppliers, subcontractors, private employment agencies and sub-suppliers	Planned: ETI Base Code sessions on 23 April, 19 July and 17 October 2025	Reported in part	Section 24
Principle 3: uphold freedom of association and the effective recognition of the right to collective bargaining	All personnel may form, join and organise trade unions and bargain collectively; workers elect their representatives, who are protected from retaliation	Planned: freedom of association and collective bargaining sessions on 21 May, 12 August and 10 November 2025	Reported in part	Section 22
Principle 4: the elimination of all forms of forced and compulsory labour	No original documents or deposits retained, no recruitment fees, no trafficking, voluntary overtime, and freedom to leave after duty hours	No work is done outside the factory by job workers or home-based workers	Reported in part	Section 22
Principle 5: the effective abolition of child labour	Hiring at 18 and above, a child defined as under 15, age proof at appointment, and education financed for any child found working	Planned: social standards and BSCI code awareness on 7 May, 5 August and 3 November 2025	Reported in part	Section 22
Principle 6: the elimination of discrimination in respect of employment and occupation	No discrimination in hiring, remuneration, training, promotion, termination or retirement; no pregnancy or virginity tests; a complaint system against harassment	Planned: non-discrimination sessions on 22 May, 13 August and 12 November 2025	Reported in part	Section 22

Table 29.1 continues on the next page

Table 29.1, continued

PRINCIPLE	WHAT WE SET	POSITION, WITH FY 2022-23 TO FY 2025-26 WHERE MEASURED	STATUS	SECTION
Principle 7: support a precautionary approach to environmental challenges	Our workplace risk assessment names environmental hazards among its four hazard types	Information incomplete: the report holds Scope 1 and 2 emissions of 1,273.59, 1,386.53, 1,327.56 and 1,405.86 tCO ₂ e (FY 2022-23 to FY 2025-26) and our workplace risk assessment; a climate risk assessment would complete it	Information incomplete	Section 14; Section 16
Principle 8: undertake initiatives to promote greater environmental responsibility	LED lighting, efficient motors, drives and compressors, and rainwater harvesting as our energy and water steps	Groundwater drawn through the borewell meter of 346, 365, 359 and 375 KL (FY 2022-23 to FY 2025-26); each waste dispatch dated	Reported in part	Section 17; Section 18
Principle 9: encourage the development and diffusion of environmentally friendly technologies	A 400 kW rooftop solar plant owned by the company	Own solar electricity of 479,652.8 kWh in FY 2025-26; grid electricity of 1,644,758.3, 1,768,139.2, 1,731,254.0 and 1,833,445 kWh (FY 2022-23 to FY 2025-26)	Reported in part	Section 16
Principle 10: work against corruption in all its forms, including extortion and bribery	A confidential, non-retaliatory grievance procedure open to personnel and interested parties; legal compliance as the first of three social objectives	Our conflict of interest rule, the anti-bribery training of the most exposed roles and the amfori BSCI rating of A for ethical business behaviour in November 2025; a corruption risk assessment would complete it	Reported in part	Section 23; Section 30

29.2 Instruments we respect

Table 29.2

International instruments we respect, by Global Compact area

GLOBAL COMPACT AREA	INTERNATIONAL INSTRUMENTS WE RESPECT
Human rights, Principles 1 and 2	Universal Declaration of Human Rights; International Covenant on Civil and Political Rights; International Covenant on Economic, Social and Cultural Rights; United Nations Convention on the Rights of the Child; United Nations Convention on the Elimination of All Forms of Discrimination Against Women; United Nations Convention on the Elimination of All Forms of Racial Discrimination; UN Guiding Principles on Business and Human Rights; ILO Convention 169 (Indigenous and Tribal Peoples); ILO Code of Practice on HIV/AIDS and the World of Work
Freedom of association, Principle 3	ILO Convention 87 (Freedom of Association); ILO Convention 98 (Right to Organise and Collective Bargaining); ILO Convention 135 (Workers' Representatives)
Forced and compulsory labour, Principle 4	ILO Conventions 29 (Forced Labour) and 105 (Abolition of Forced Labour); ILO Convention 181 (Private Employment Agencies); ILO Convention 177 (Home Work)
Child labour, Principle 5	ILO Convention 138 and Recommendation 146 (Minimum Age); ILO Convention 182 (Worst Forms of Child Labour)
Discrimination, Principle 6	ILO Conventions 100 (Equal Remuneration) and 111 (Discrimination, Employment and Occupation); ILO Convention 159 (Vocational Rehabilitation and Employment, Disabled Persons); ILO Convention 183 (Maternity Protection)
Conditions of work, Principles 1 and 4	ILO Convention 1 (Hours of Work, Industry); Recommendation 116 (Reduction of Hours of Work); ILO Convention 155 and Recommendation 164 (Occupational Safety and Health); ILO Convention 102 (Social Security, Minimum Standards); ILO Convention 131 (Minimum Wage Fixing)

Instruments by area

We commit to respect the principles of the ILO and UN instruments in Table 29.2.

Where a law, a standard we subscribe to and our own policy address the same issue, we apply the provision most favourable to workers. Table 29.2 groups those instruments under the Global Compact area each serves.

The labour instruments cover the four labour principles and the conditions of work behind them: hours

of work, occupational safety and health, social security and minimum wage fixing. The human rights instruments include the two International Covenants and the United Nations conventions on the rights of the child, on discrimination against women and on racial discrimination.

29.3 Principles, GRI disclosures and goals

Table 29.3

Principles, GRI disclosures and Sustainable Development Goals

PRINCIPLE	GRI DISCLOSURES	SDG	SECTION
Principle 1, human rights	GRI 2-23, 2-25 and 2-26	SDG 8	Section 22
Principle 2, complicity	GRI 2-24, 308-1, 414-1 and 414-2	SDG 8	Section 24
Principle 3, freedom of association	GRI 2-30 and 407-1	SDG 8	Section 22
Principle 4, forced labour	GRI 409-1	SDG 8	Section 22
Principle 5, child labour	GRI 408-1	SDG 8	Section 22
Principle 6, discrimination	GRI 405-1, 405-2 and 406-1	SDG 5 and 8	Section 19; Section 22
Principle 7, precaution	GRI 201-2, 305-1 and 305-2	SDG 13	Section 14; Section 16
Principle 8, environmental responsibility	GRI 302-1, 303-3 and 306-3	SDG 6 and 12	Section 17; Section 18
Principle 9, environmental technologies	GRI 302-1 and 302-4	SDG 7	Section 16
Principle 10, anti-corruption	GRI 205-1, 205-2 and 205-3	SDG 16	Section 23

From principle to index

Table 29.3 links each principle to the GRI disclosures and Sustainable Development Goals that report it, so

a reader can move from a principle to its index entry. Principles 1 to 6 and 8 to 10 are reported in part and Principle 7 is information incomplete, and Table 29.1 gives the position on each.

30 Certifications and audits

The November 2025 amfori BSCI audit rated us A overall, and both ISO certifications stood through the year.

GRI 2-23, 2-24, 403-1 | NGRBC Principles 1, 3, 5

30.1 Certifications we hold

Two systems in force through the year

TUV Rheinland Cert GmbH certified our quality management system to ISO 9001:2015 and our environmental management system to ISO 14001:2015, both for the design and manufacture of safety and comfort footwear at our premises in Agra, and both were in force through FY 2025-26. Table 30.1 gives each standard with its body, scope and position.

Reading the position column

The ISO 9001 and ISO 14001 certifications were in force for the whole of FY 2025-26. Our social management system follows SA8000:2014, and this report claims no certification to that standard.

30.2 Audits of November 2023 and November 2025

Three social audits

TUV Rheinland carried out an amfori BSCI full monitoring audit at our premises on 8 and 9 November

2023 and another from 18 to 22 November 2025, and a SMETA 4-pillar audit on 20 and 21 November 2025. The audits of November 2025 were semi-announced and both fall within the reporting year. Table 30.2 gives the scope and result of each.

SMETA 4-pillar audit

The audit covered labour standards, health and safety, environment and business ethics. Every finding fell under safe and hygienic working conditions, on the use of protective equipment, the labelling of chemicals and the chemical risk assessment, and all three findings were closed on 30 March 2026. The audit certifies nothing, and we describe it as an audit and not as a certificate.

amfori BSCI audits

Each audit assessed all thirteen performance areas of the amfori code. The overall rating was B in November 2023 and A in November 2025. Table 30.3 lists the rating of each area in both audits on the amfori scale from A to E, with what the auditors noted in November 2025.

Figure 90

Two ISO certificates stood through the year, and the November 2025 amfori BSCI audit rated us A.

Certificates and audits through June 2026



Certificates are in Table 30.1 and audits in Table 30.2.

Source: Tables 30.1 and 30.2.

Table 30.1

Certifications the company holds

STANDARD	CERTIFYING BODY	SCOPE	POSITION	SECTION
ISO 9001:2015, quality management	TUV Rheinland Cert GmbH	Design and manufacture of safety and comfort footwear, at our premises in Agra	In force through FY 2025-26	Section 25; Section 30
ISO 14001:2015, environmental management	TUV Rheinland Cert GmbH	Design and manufacture of safety and comfort footwear, at our premises in Agra	In force through FY 2025-26	Section 17; Section 18; Section 30

Table 30.2

Social audits of November 2023 and November 2025

AUDIT	AUDITING BODY	DATES	SCOPE AND RESULT	SECTION
SMETA 4-pillar audit, periodic and semi-announced	TUV Rheinland	20 and 21 November 2025	Labour standards, health and safety, environment and business ethics. Every finding falls under the code area on safe and hygienic working conditions: use of protective equipment, chemical labelling and the chemical risk assessment. All findings were closed on 30 March 2026. The audit certifies nothing	Section 20; Section 22
amfori BSCI full monitoring audit of a manufacturing site, semi-announced	TUV Rheinland	18 to 22 November 2025	All thirteen performance areas. Overall rating A on the amfori scale from A to E; the rating of each performance area is in Table 30.3	Section 24
amfori BSCI full monitoring audit of a manufacturing site	TUV Rheinland	8 and 9 November 2023	All thirteen performance areas. Overall rating B on the amfori scale from A to E; the rating of each performance area is in Table 30.3	Section 24

30.3 amfori BSCI ratings by performance area

Table 30.3

amfori BSCI audits of November 2023 and November 2025: rating by performance area

PERFORMANCE AREA	NOVEMBER 2023	NOVEMBER 2025	WHAT THE NOVEMBER 2025 AUDIT NOTED
Performance area 1: social management system	C	B	Integration of the code into daily business was in progress; the social commitment to the code had not been taken from all labour contractors and service providers
Performance area 2: workers involvement and protection	C	B	Long term goals were identified but the step by step approach was not documented; human resources and social responsibility staff had not yet taken training on gender equality and on violence and harassment; awareness of the code among the employees sampled was not satisfactory
Performance area 3: freedom of association and collective bargaining	A	A	No finding
Performance area 4: no discrimination, violence or harassment	A	A	No finding

Table 30.3 continues on the next page

Table 30.3, continued

PERFORMANCE AREA	NOVEMBER 2023	NOVEMBER 2025	WHAT THE NOVEMBER 2025 AUDIT NOTED
Performance area 5: fair remuneration	A	A	No finding
Performance area 6: decent working hours	A	A	No finding
Performance area 7: occupational health and safety	B	A	Internal monitoring of identified hazards was not fully effective: the risk assessment did not cover the chemical storage area, some employees at skiving, pasting and rivet fixing were not wearing masks, gloves or goggles, and chemicals in the production area lacked secondary containers and labels
Performance area 8: no child labour	A	A	No finding
Performance area 9: special protection for young workers	A	A	No finding
Performance area 10: no precarious employment	A	A	No finding
Performance area 11: no bonded or forced labour or human trafficking	A	A	No finding
Performance area 12: protection of the environment	A	A	No finding
Performance area 13: ethical business behaviour	A	A	Anti-bribery and anti-corruption was not covered in the risk assessment then in use

Where the audit found room to improve

Performance areas 1 and 2 are rated B, and the auditors noted the social commitment to the code not yet taken from all labour contractors and service providers, and training on gender equality and on violence and harassment not yet taken by human resources and social responsibility staff. In performance area 7 they noted gaps in the monitoring of identified hazards, and in area 13 the absence of anti-bribery and anti-corruption from the risk assessment then in use. Area 7 is rated A, and the auditors' notes on it match the three SMETA findings of Table 30.2, all

closed on 30 March 2026. Area 13 is also rated A with the note above, and the other nine areas carry the rating A with no finding.

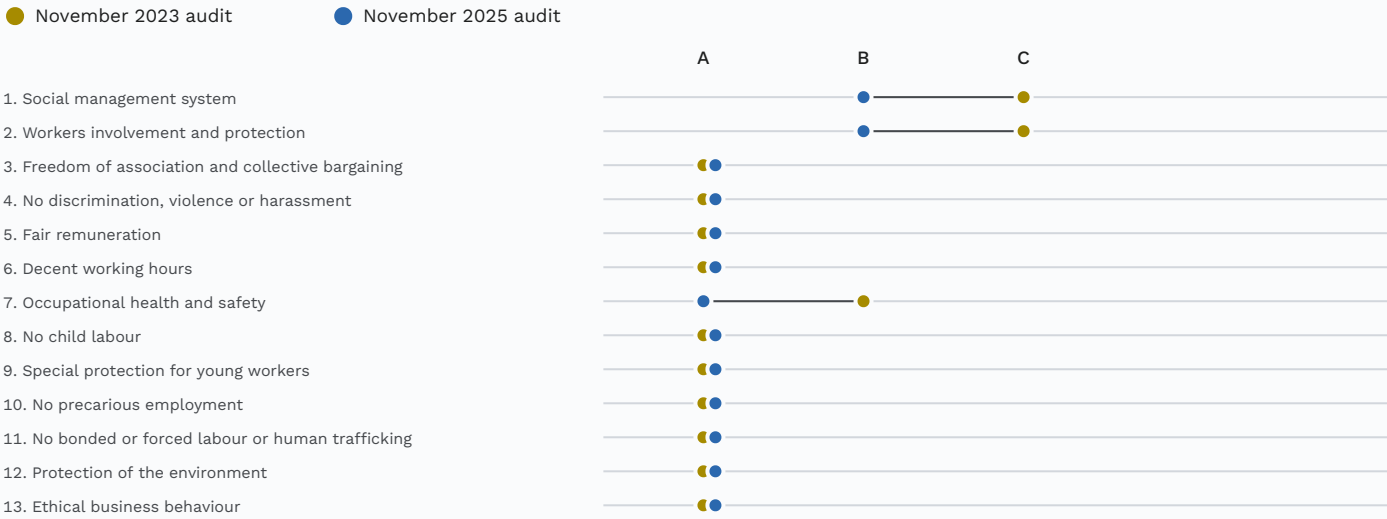
What the audits mean for this report

Section 20 reports our health and safety system and Section 24 our supplier due diligence, the practices these audits examined. For our own site, the ISO certifications, the SMETA audit and the amfori BSCI audit are the only third-party certifications and audits we report.

Figure 91

Ten of the thirteen performance areas held an A at both audits and the other three each improved.

amfori BSCI rating by performance area, November 2023 and November 2025



Scale from A, the highest, to E. No area was rated below C at either audit.

Source: Table 30.3.



31 Targets and objectives

We hold three social objectives for FY 2025-26 and a Scope 1 and 2 target of 1,110.63 tCO₂e by FY 2030-31.

GRI 3-3 | NGRBC Principles 1, 3, 6

31.1 Social objectives

Objectives in force

We hold three social objectives, each with a measurable indicator: legal compliance, continual improvement of our social performance rating, and health and safety. Each objective is measured by its indicator, and its FY 2025-26 position is the mechanism that puts it in force (Table 31.1).

Baselines

The rating objective starts from the amfori BSCI overall rating of B in November 2023, which stood at A in November 2025. The health and safety objective starts from closed-canopy noise readings at the three generator sets of 36.5 to 61.5 dB(A) in December 2024, against 71.9 to 72.8 dB(A) in March 2026. Our energy and emission measures set out their own four-year baselines: energy within the company came to 8,990.84 GJ in FY 2022-23, 9,495.92 in FY 2023-24, 9,314.10 in FY 2024-25 and 9,756.02 in FY 2025-26, and Scope 1 and 2 emissions to 1,273.59 tCO₂e in FY 2022-23, 1,386.53 in FY 2023-24, 1,327.56 in FY 2024-25 and 1,405.86 in FY 2025-26.

Health and safety objective

Our third objective is measured by adherence to all health and safety requirements and by a reduction in accidents, injuries and near misses. Our risk assessment analyses the trend of injuries, accidents, incidents and near misses at defined intervals. We track every injury, first-aid case and near miss, and we review air monitoring, noise surveys and the work of our safety committee against this objective.

Legal compliance and social rating

Our first objective is measured by timely submission of our statutory returns, and we track the statutory and regulatory requirements that apply to us. Our second is measured by the rating score of internal assessment and independent evaluation. Its mechanism is the internal audit our social performance team holds once a year, the management review that Section 5 describes and the independent audits of November 2025, in which the amfori BSCI audit by TUV Rheinland gave an overall rating of A (Section 30), against B in November 2023.

Figure 92

The company works to three social objectives, and management reviews them once in six months.

Social objectives and review cycles

1. Legal compliance Timely submission of statutory returns	2. To continually improve on social performance rating Rating score of internal assessment and independent evaluation	3. Health and safety Adherence to all health and safety requirements; reduction in accidents, injuries and near misses
Management review Once in six months	Report on the social management system Once in six months	Social performance team term 30 months, lengthened or shortened on the team's effectiveness

Objectives from Table 31.1; review cycles from Table 31.2.

Source: Tables 31.1 and 31.2.

Table 31.1

Social objectives, indicators and the position, FY 2025-26 with earlier baselines

SOCIAL OBJECTIVE	MEASURABLE INDICATOR	POSITION, WITH EARLIER BASELINE	SECTION
1. Legal compliance	Timely submission of statutory returns	We track the statutory and regulatory requirements that apply to us and the licences and permits we hold	Section 23
2. To continually improve on social performance rating	Rating score of internal assessment and independent evaluation	An internal audit by our social performance team once a year, a management review once in six months, and independent audits in November 2025 (Section 30); the amfori BSCI overall rating, the baseline of this objective, was B in November 2023 and A in November 2025	Section 22; Section 30
3. Health and safety	Adherence to all health and safety requirements; reduction in accidents, injuries and near misses	Closed-canopy noise readings of 71.9 to 72.8 dB(A) at the three generator sets in March 2026, against 75 dB(A), where the December 2024 readings were 36.5 to 61.5 dB(A); our risk assessment reviews the trend of injuries, accidents and near misses at defined intervals	Section 20

31.2 Review cycles

Table 31.2

Review cycles that apply to the objectives

CYCLE	FREQUENCY OR TERM	WHAT THE CYCLE COVERS	SECTION
Management review	Once in six months	Our social policy, procedures and performance results, with the heads of department, the worker, social performance team and health and safety representatives and the management representative	Section 5
Report on the social management system	Once in six months	Performance of the system and the changes and improvements it needs, reported to the human resources and administration function	Section 5
Social performance team term	30 months, lengthened or shortened on the team's effectiveness	A team with balanced worker and management representation, the workers' members chosen by the workers	Section 5
Internal social audits	Once a year	Reports to senior management on actions taken, with corrective and preventive actions tracked	Section 15
Health and safety committee training	Trained and retrained periodically	The committee's competence to improve health and safety conditions in the workplace	Section 20
Training effectiveness	Measured periodically	The effectiveness of training, with a record of its nature and frequency; training is informed by the results of risk assessments	Section 21
Supplier evaluation	Each year	Existing manufacturers and contractors evaluated against our social requirements	Section 24
Risk assessment review	At defined intervals, and afresh on a change	The trend of injuries, accidents, incidents, near misses and complaints	Section 20

Cycles in force

Table 31.2 gives the cycles we hold to review progress against the objectives, each in force through FY 2025-26. We evaluate suppliers each year, and we

review the risk assessment at defined intervals and afresh on any change of product, process, equipment or layout. We also train and retrain the health and safety committee periodically.

31.3 Training planned against each objective

Table 31.3

Sessions planned for 2025 on the subject of each objective

SOCIAL OBJECTIVE	TOPIC WE PLANNED TO TRAIN ON	PLANNED DATES, APRIL TO DECEMBER 2025
1. Legal compliance	Legal rights, roles and responsibilities of workers and worker representatives; EPFO, ESIC, bonus and gratuity	20 December 2025
2. Social performance rating	Social standards and BSCI code awareness	7 May, 5 August and 3 November 2025
2. Social performance rating	Risk related to social accountability	14 May, 12 August and 10 November 2025
2. Social performance rating	Grievance handling policy and procedure	28 May, 22 August and 20 November 2025
2. Social performance rating	Worker representatives and the committees	29 November 2025
3. Health and safety	Fire and safety	9 April, 7 July and 4 October 2025
3. Health and safety	First aid	31 May, 28 August and 25 November 2025
3. Health and safety	Health and safety and machine safety	3 June, 1 September and 27 November 2025
3. Health and safety	Evacuation drill	5 June, 3 September and 1 December 2025
3. Health and safety	Lockout and tagout	27 May, 19 August and 17 November 2025
3. Health and safety	Risk assessment for health and safety	10 May, 8 August and 6 November 2025

Sessions by objective

We planned sessions on the subject of each objective between April and December 2025. Our fire and safety, first aid, machine safety, evacuation drill and lockout sessions fall under health and safety, and social standards and BSCI code awareness, social accountability risk and grievance handling under the social performance rating. The session on legal rights under EPFO and ESIC falls under legal compliance.

31.4 Scope 1 and 2 emissions target

Emissions target

Our top management has adopted a target to bring Scope 1 and 2 emissions to 21% below their FY 2025-26 level by FY 2030-31. The baseline is 1,405.86 tCO₂e, which makes the target level 1,110.63 tCO₂e (Table 31.4). FY 2025-26 is the baseline year, and Section 16 gives the emissions it rests on.

Table 31.4

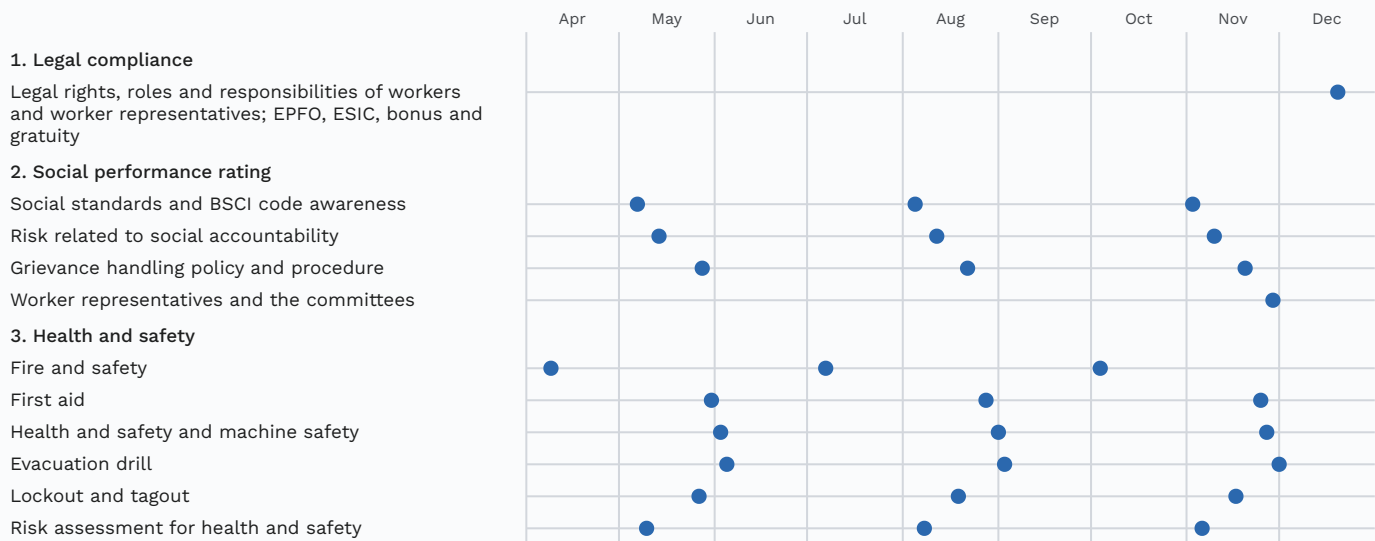
Scope 1 and 2 emissions target, baseline FY 2025-26 and target year FY 2030-31

MEASURE	BASELINE, FY 2025-26 (TCO ₂ E)	REDUCTION BY THE TARGET YEAR	TARGET LEVEL (TCO ₂ E)	TARGET YEAR
Scope 1 and 2 emissions	1,405.86	21% lower than the baseline	1,110.63	FY 2030-31

Figure 93

Eleven planned topics serve the three social objectives, with planned dates from 9 April to 20 December 2025.

Planned dates by social objective, April to December 2025



One dot is one planned date. The dates are planned, not held.

Source: Table 31.3.

Our top management has adopted a target to bring Scope 1 and 2 emissions to 21% below their FY 2025-26 level by FY 2030-31.

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GRI content index

Our GRI content index, with reference to the GRI Standards, lists 94 disclosures for 1 April 2025 to 31 March 2026.

GRI 1, GRI 2, GRI 3 | NGRBC Principles 1 to 9

32.1 Statement of use and reporting basis

Statement of use

Euro Safety Footwear (India) Limited has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards. We used GRI 1: Foundation 2021

and make no claim of preparation in accordance with the Standards. The company notifies GRI of this use of the Standards at publication.

Sector standard

No published GRI Sector Standard applies to footwear manufacture. GRI’s Textiles and Apparel Sector Standard, which covers footwear manufacturing, was an exposure draft when this report was prepared.

Table 32.1

Statement of use and reporting basis

ITEM	STATEMENT
Statement of use	Euro Safety Footwear (India) Limited has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	No published GRI Sector Standard applies to footwear manufacture. GRI’s Textiles and Apparel Sector Standard, which covers footwear manufacturing, was an exposure draft when this report was prepared.
Notification to GRI	The company notifies GRI of this use of the Standards at publication.
Reporting entity and boundary	Euro Safety Footwear (India) Limited, its premises in EPIP Shastripuram, Agra, under operational control
Material topics	The 12 topics of the materiality assessment in Section 13
Omissions	Each omission gives the GRI 1 reason of incomplete information, what the report holds and the data that would complete it

32.2 General disclosures

Reading the index

Each row names the sections that answer a disclosure. Where we can answer a disclosure in part, or not at all, the omission column gives the GRI 1 reason, what the report holds and the data that would complete it. The reason in every case is incomplete information for the year. GRI 2-1 to 2-5, 3-1 and 3-2 are all located and none is omitted. Each disclosure omitted in full is listed with the data that would complete it.

Certifications and audits in the index

Rows 2-23, 2-24, 2-27, 403, 404, 414 and 418 and the 3-3 rows draw on the certifications and audits of Section 30: ISO 9001 and ISO 14001 in force through the year, and the SMETA 4-pillar and amfori BSCI audits of November 2025. The Standards cited are GRI 201, 202, 205, 301, 302, 305, 308, 401, 404, 405, 406, 407, 408, 409, 413, 414, 416 and 418 in their 2016 editions, GRI 303 and GRI 403 in their 2018 editions and GRI 306 in its 2020 edition.

Table 32.2

GRI 2: the organization and its reporting practices

DISCLOSURE	LOCATION
GRI 2-1 Organizational details	Section 3; Section 6
GRI 2-2 Entities included in the organization's sustainability reporting	Section 3; Section 36. Located: the report covers Euro Safety Footwear (India) Limited alone, at its premises in EPIP Shastripuram, Agra, under operational control
GRI 2-3 Reporting period, frequency and contact point	Section 3; Section 39. Located: the period is 1 April 2025 to 31 March 2026; this is the company's first sustainability report, published in June 2026, and it states no frequency for later reports; the contact point is the report contact named in Section 39, Mr Mahesh Gupta
GRI 2-4 Restatements of information	Section 3; Section 36. Located: this is the company's first sustainability report, and no figure is restated
GRI 2-5 External assurance	External assurance: see Section 38

Table 32.3

GRI 2: activities, workers and governance

DISCLOSURE	LOCATION	OMISSION
GRI 2-6 Activities, value chain and other business relationships	Section 6; Section 7; Section 24; Section 25	Part omitted. Information incomplete: the report holds our founding purpose, our process flow from cutting to dispatch, our machine lines, the six countries of our major customers and our supplier standards; the count of suppliers by tier and the spend by input would complete it.
GRI 2-7 Employees	Section 19	Part omitted. Information incomplete: the report holds the manpower of 705 for April 2023, 732 for March 2025 (42 senior staff, 496 employees, 194 contract; 730 men, 2 women) and 765 for November 2025, of whom 560 are employees, with 116 paid at piece rate and 649 salaried, and the count of November 2023 (Table 19.1; Table 19.2; Table 19.3; Table 19.11); headcount at the year end by contract type, gender and region would complete it.
GRI 2-8 Workers who are not employees	Section 19	Part omitted. Information incomplete: the report holds 205 agency or subcontracted workers among the 765 in November 2025, engaged through 30 labour contractors and 4 service providers, and 194 contract workers in March 2025 (Table 19.1; Table 19.2), with our statement that no work is done outside the factory by job workers or home-based workers; the average count of workers who are not employees over the year, by type would complete it.
GRI 2-9 Governance structure and composition	Section 5	Part omitted. Information incomplete: the report holds the board at 31 March 2026 by role, independence and gender (Table 5.5) and the management structure beneath top management: head of HR and administration, operations, production and purchase heads, a safety committee, a Business Ethics Committee and a social performance team; Section 5 names no director and no board committee; the committees of the board would complete it.
GRI 2-10 Nomination and selection of the highest governance body	Section 5	Omitted. Information incomplete: the report holds the management structure beneath top management; how directors are nominated and selected and on what criteria would complete it.
GRI 2-11 Chair of the highest governance body	Section 5	Omitted. Information incomplete: the report holds our statement that top management is responsible for the social management system; the name and role of the chair and whether the chair is also an executive would complete it.
GRI 2-12 Role of the highest governance body in overseeing the management of impacts	Section 5	Omitted. Information incomplete: the report holds a management review every six months by the heads of department, which is a management process and not board oversight; the board's own oversight of impacts and its frequency would complete it.

Table 32.3 continues on the next page

Table 32.3, continued

DISCLOSURE	LOCATION	OMISSION
GRI 2-13 Delegation of responsibility for managing impacts	Section 5	Part omitted. Information incomplete: the report holds the delegation beneath top management: management representative, head of HR and administration, operations, production and purchase heads, worker representatives and the social performance team; how the board delegates responsibility to senior executives and how they report back would complete it.
GRI 2-14 Role of the highest governance body in sustainability reporting	Section 3; Section 4	Omitted. Information incomplete: the report holds our assignment of the social objectives to top management; the name and title of the person who approves this report would complete it.
GRI 2-15 Conflicts of interest	Section 23	Part omitted. Information incomplete: the report holds our rule that no member of management or staff takes personal profit from the business, that each person discloses personal interests in a pending matter and steps out of the decision, and that each new director is told of it on election; disclosure of cross-board membership, shareholdings and related-party dealings would complete it.
GRI 2-16 Communication of critical concerns	Section 5; Section 23	Omitted. Information incomplete: the report holds our grievance procedure and our bar on retaliation, which serve workers and interested parties, not the board; how critical concerns reach the board and a count of those raised in the year, or a nil would complete it.
GRI 2-17 Collective knowledge of the highest governance body	Section 5	Omitted. Information incomplete: the report holds our management structure and our planned training for personnel; the sustainability training the board received in the year would complete it.
GRI 2-18 Evaluation of the performance of the highest governance body	Section 5	Omitted. Information incomplete: the report holds our management review of performance results every six months, which does not evaluate the board; whether and how the board's performance was evaluated would complete it.
GRI 2-19 Remuneration policies	Section 19	Omitted. Information incomplete: the report holds our wage practice for workers; the pay terms for directors and senior executives would complete it.
GRI 2-20 Process to determine remuneration	Section 19	Omitted. Information incomplete: the report holds our practice of explaining wage structure and composition at appointment; how the pay of directors and senior executives is set would complete it.
GRI 2-21 Annual total compensation ratio	Section 19	Omitted. Information incomplete: the report holds our wage practice for workers; the total pay of the highest-paid individual and the median pay of all employees would complete it.

Table 32.4

GRI 2: strategy, policies, practices and stakeholder engagement

DISCLOSURE	LOCATION	OMISSION
GRI 2-22 Statement on sustainable development strategy	Section 4; Section 10	Part omitted. Information incomplete: the report holds our social policy and its three social objectives; a statement by the most senior decision-maker, with the signatory's title would complete it.
GRI 2-23 Policy commitments	Section 5; Section 15; Section 22; Section 29; Section 30	Part omitted. Information incomplete: the report holds our commitments to a recognised social standard, to the ILO and UN instruments we respect and to the provision most favourable to workers; our ISO 9001 and ISO 14001 certification by TUV Rheinland, in force through the year, which certifies our management systems and does not verify these commitments; our commitments on the environment and information security and the level at which each is approved would complete it.

Table 32.4 continues on the next page

Table 32.4, continued

DISCLOSURE	LOCATION	OMISSION
GRI 2-24 Embedding policy commitments	Section 15; Section 21; Section 24; Section 30	Part omitted. Information incomplete: the report holds our risk assessment by the social performance team, its internal audits, corrective and preventive action and supplier due diligence, our planned training, our ISO 9001 and ISO 14001 management systems certified by TUV Rheinland and in force through the year, and the SMETA and amfori BSCI audits of November 2025; training hours and attendance by employee category would complete it.
GRI 2-25 Processes to remediate negative impacts	Section 22; Section 23	Part omitted. Information incomplete: the report holds our grievance procedure, corrective and preventive action and our remediation where child labour is found; the count of corrective actions opened and closed in the year would complete it.
GRI 2-26 Mechanisms for seeking advice and raising concerns	Section 22; Section 23	Part omitted. Information incomplete: the report holds our grievance procedure, our complaint system against harassment and our bar on retaliation; a count of the concerns raised and resolved in the year would complete it.
GRI 2-27 Compliance with laws and regulations	Section 20; Section 23; Section 30	Part omitted. Information incomplete: the report holds the fact that no fine, prosecution or withhold release order for non-compliance on health and safety, labour rights or the environment arose in the three years before November 2025; our legal compliance objective; and the three findings of that audit, all closed on 30 March 2026; a count of fines and sanctions for 1 April 2025 to 31 March 2026, or a nil would complete it.
GRI 2-28 Membership associations	Section 6	Omitted. Information incomplete: the report holds our company profile; the industry bodies the company belongs to would complete it.
GRI 2-29 Approach to stakeholder engagement	Section 12; Section 26	Part omitted. Information incomplete: the report holds our engagement with workers through elected representatives, the committees and the management review, and with business partners through periodic evaluation; the basis on which stakeholder groups were identified and selected would complete it.
GRI 2-30 Collective bargaining agreements	Section 22	Part omitted. Information incomplete: the report holds our recognition of the right to form, join and organise trade unions and to bargain collectively, our practice that workers elect their representatives, and the fact that no trade union is registered at the site (Table 22.5); the share of employees covered by a collective bargaining agreement would complete it.

32.3 Material topics

Topics and their management

Section 13 lists 12 material topics in three tiers, and GRI 3-3 has one row for each. Every 3-3 row cites

that section and the topic's own section, and gives the part omitted with its reason. The topic-standard disclosures of all 12 follow.

Table 32.5

GRI 3: material topics

DISCLOSURE	LOCATION	OMISSION
GRI 3-1 Process to determine material topics	Section 13; Section 3. No stakeholder survey, panel, interview round or workshop took place and no external party validated the list. The topic list comes from this assessment.	No omission
GRI 3-2 List of material topics	Section 13. This is the first report, so no change from an earlier list arises. The topic list comes from this assessment.	No omission

Table 32.5 continues on the next page

Table 32.5, continued

DISCLOSURE	LOCATION	OMISSION
GRI 3-3 Management of material topics: Occupational health, safety and dignity	Section 13; Section 20; Section 17; Section 30; Section 31	Part omitted. Information incomplete: the report holds our health and safety committee, risk rating and hierarchy of control, the March 2026 noise readings, and the SMETA 4-pillar and amfori BSCI audits of November 2025; injury and incident counts for the year would complete it.
GRI 3-3 Management of material topics: Labour and human rights	Section 13; Section 22; Section 30; Section 31	Part omitted. Information incomplete: the report holds our practices on child and forced labour, freedom of association, non-discrimination, working hours and grievance, and the amfori BSCI ratings of November 2025 for the labour performance areas; a count of incidents in the year, or a nil would complete it.
GRI 3-3 Management of material topics: Chemicals, materials and hazardous waste	Section 13; Section 18; Section 30	Part omitted. Information incomplete: the report holds each dated dispatch, PU used in the year, our chemical sessions, our membership of a common hazardous waste facility until 20 December 2025, the routes of our waste procedure and our ISO 14001:2015 certification by TUV Rheinland, in force through the year; the list of chemicals in use with their hazard data would complete it.
GRI 3-3 Management of material topics: Responsible supply chain	Section 13; Section 24; Section 30	Part omitted. Information incomplete: the report holds our supplier criteria, due diligence and periodic evaluation, and the amfori BSCI full monitoring audit of November 2025; the count of suppliers by tier and the results of supplier assessments for the year would complete it.
GRI 3-3 Management of material topics: Climate change and energy	Section 13; Section 16; Section 14; Section 31	Part omitted. Information incomplete: the report holds the year's energy and emission figures, the rooftop solar plant, our efficiency steps and our Scope 1 and 2 target to FY 2030-31 (Table 31.4), and Scope 3 for transmission and distribution losses and employee commuting; an energy target and a measured reduction against the target baseline would complete it.
GRI 3-3 Management of material topics: Air emissions and noise	Section 13; Section 17	Part omitted. Information incomplete: the report holds the work-zone readings of air and noise, the weights of NOx, CO, SOx and PM-10 from the generator sets, and the pollution control condition for our site that emissions are analysed at least once in three months; dated stack monitoring results for the generator sets for the year would complete it.
GRI 3-3 Management of material topics: Water and effluent	Section 13; Section 17; Section 30	Part omitted. Information incomplete: the report holds the groundwater drawn through the borewell meter, the domestic wastewater route to the common sewage line, and our ISO 14001:2015 certification by TUV Rheinland, in force through the year; the volume of any other water source and of wastewater discharged would complete it.
GRI 3-3 Management of material topics: Product health and safety	Section 13; Section 25; Section 30	Part omitted. Information incomplete: the report holds the product's role as protective equipment, the REACH restriction on chromium VI in leather in Section 13, our commitment to safety and comfort footwear and our ISO 9001:2015 certification by TUV Rheinland, in force through the year, our limits on restricted substances and the company's answer of Nil customer safety complaints and recalls for FY 2025-26; product test results for the year would complete it.
GRI 3-3 Management of material topics: Employment practices, wages and equal opportunity	Section 13; Section 19	Part omitted. Information incomplete: the report holds our wage, working hours and non-discrimination practices, and the pay we paid against the statutory minimum from 1 October 2025, the basic needs wage set against our lowest wage (Table 19.10) and the women in our workforce (Table 19.13); headcount and pay by gender and category for the year would complete it.
GRI 3-3 Management of material topics: Learning and skills	Section 13; Section 21	Part omitted. Information incomplete: the report holds the training we planned by topic, department and quarter for April to December 2025, and the hours of the four sessions held for all workers in FY 2024-25 (Table 21.8); training hours and attendance by employee category would complete it.

Table 32.5 continues on the next page

Table 32.5, continued

DISCLOSURE	LOCATION	OMISSION
GRI 3-3 Management of material topics: Ethics, integrity and information security	Section 13; Section 23; Section 30	Part omitted. Information incomplete: the report holds the harm paths the materiality assessment names, our grievance procedure, our bar on retaliation, our conflict of interest rule, the anti-bribery training of the most exposed roles, our Business Ethics Committee with its Nil business ethics complaints at the management review of 15 November 2024, and our Covid-19 confidentiality commitment; a corruption risk assessment and a count of confirmed incidents, or a nil would complete it.
GRI 3-3 Management of material topics: Community impact	Section 13; Section 26	Part omitted. Information incomplete: the report holds the site's location on the EPIP industrial estate and the grievance procedure open to interested parties; the community engagement carried out in the year would complete it.

32.4 Topic standards

Table 32.6

Climate, materials, energy, water, emissions and waste: GRI 201, 301, 302, 303, 305 and 306

DISCLOSURE	LOCATION	OMISSION
GRI 201-2 Financial implications and other risks and opportunities due to climate change	Section 14	Omitted. Information incomplete: the report holds the year's Scope 1 and Scope 2 emissions and our workplace risk rating; a climate risk assessment would complete it.
GRI 301-1 Materials used by weight or volume	Section 18; Section 35	Part omitted. Information incomplete: the report holds PU used in production over the year; the weight of leather, adhesives, rubber and packaging used would complete it.
GRI 301-2 Recycled input materials used	Section 18	Part omitted. Information incomplete: the report holds the roll of fabric with recycled content that we received in March 2026 and the stock of that fabric at 31 March 2026 (Table 18.3; Table 18.15); the share of each input that is recycled would complete it.
GRI 301-3 Reclaimed products and their packaging materials	Section 18	Omitted. Information incomplete: the report holds the dated dispatches of paper and carton; the weight of products and packaging reclaimed would complete it.
GRI 302-1 Energy consumption within the organization	Section 16; Section 35	Part omitted. Information incomplete: the report holds energy from the grid, the rooftop solar plant, the generator sets, the canteen LPG and our two CNG tempos; the forklift is outside the count because the inventory counts the fuels whose use we recorded through the year; grid electricity for every connection and fuel use for the forklift would complete it.
GRI 302-2 Energy consumption outside of the organization	Section 16	Omitted. Information incomplete: the report holds energy within the company; energy used in transport and in purchased materials would complete it.
GRI 302-3 Energy intensity	Section 16	Part omitted. Information incomplete: the report holds energy within the company and the electricity we used per pair of footwear in FY 2025-26; the ratio of total energy within the company to pairs of footwear would complete it.
GRI 302-4 Reduction of energy consumption	Section 16	Omitted. Information incomplete: the report holds our energy steps: LED lighting and efficient motors, drives and compressors; a measured saving against a base year would complete it.
GRI 302-5 Reductions in energy requirements of products and services	Section 25	Omitted. Not applicable: our products are safety and comfort footwear, which draw no energy in use.

Table 32.6 continues on the next page

Table 32.6, continued

DISCLOSURE	LOCATION	OMISSION
GRI 303-1 Interactions with water as a shared resource	Section 17	Part omitted. Information incomplete: the report holds the metered borewell and the domestic wastewater route; the volume of any other water source and the groundwater limits that apply would complete it.
GRI 303-2 Management of water discharge-related impacts	Section 17	Part omitted. Information incomplete: the report holds the domestic wastewater route to the common sewage line; the discharge limits and the quality of the water discharged would complete it.
GRI 303-3 Water withdrawal	Section 17; Section 35	Part omitted. Information incomplete: the report holds groundwater drawn through the borewell meter; the volume of any other water source would complete it.
GRI 303-4 Water discharge	Section 17	Part omitted. Information incomplete: the report holds the domestic wastewater route to the common sewage line; the volume discharged would complete it.
GRI 303-5 Water consumption	Section 17	Omitted. Information incomplete: the report holds the borewell reading and the domestic wastewater route; total withdrawal and discharge volumes would complete it.
GRI 305-1 Direct (Scope 1) GHG emissions	Section 16; Section 35	Part omitted. Information incomplete: the report holds Scope 1 from the generator sets, the canteen LPG and our two CNG tempos, in CO ₂ , CH ₄ and N ₂ O; the forklift is outside the inventory because the inventory counts the fuels whose use we recorded through the year; fuel use for the forklift and the refrigerant refilled in the year would complete it.
GRI 305-2 Energy indirect (Scope 2) GHG emissions	Section 16; Section 35	Part omitted. Information incomplete: the report holds location-based and market-based Scope 2 from our monthly grid electricity, the two bases giving the same figure (Table 16.14); grid electricity for every connection would complete it.
GRI 305-3 Other indirect (Scope 3) GHG emissions	Section 16; Section 36	Part omitted. Information incomplete: the report holds Scope 3 for FY 2025-26 in two categories, the transmission and distribution losses of the grid electricity we bought and employee commuting in buses and senior staff cars, each printed apart from Scope 1 and 2 and the commuting figure in CO ₂ only; activity data for purchased goods, transport and distribution, waste and the other categories would complete it.
GRI 305-4 GHG emissions intensity	Section 16	Part omitted. Information incomplete: the report holds Scope 1 and Scope 2 per thousand pairs of footwear in FY 2025-26; the ratio for Scope 3 emissions would complete it.
GRI 305-5 Reduction of GHG emissions	Section 16	Part omitted. Information incomplete: the report holds Scope 1 and Scope 2 for FY 2022-23 to FY 2025-26, and the FY 2025-26 baseline of our Scope 1 and 2 target (Table 31.4); a measured reduction against that baseline would complete it.
GRI 305-6 Emissions of ozone-depleting substances (ODS)	Section 16	Omitted. Information incomplete: the report holds Scope 1 by fuel; refrigerant refilled in the year would complete it.
GRI 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Section 17; Section 36	Part omitted. Information incomplete: the report holds the weights of nitrogen oxides, carbon monoxide, sulphur oxides and PM-10 from the generator sets in FY 2025-26, by US EPA factors applied to our diesel energy, the pollution control condition for our site that emissions are analysed at least once in three months by a recognised laboratory, and work-zone readings, which are not source emissions; dated stack monitoring results for the generator sets for the year would complete it.
GRI 306-1 Waste generation and significant waste-related impacts	Section 18	Part omitted. Information incomplete: the report holds the streams we dispatch: paper, carton and leather cuttings, and used oil, waste chemical, contaminated rags, lamps, needles, e-waste and empty drums, and our membership of a common hazardous waste facility until 20 December 2025; the weight of each stream generated would complete it.
GRI 306-2 Management of significant waste-related impacts	Section 18	Part omitted. Information incomplete: the report holds the dated dispatch of each stream; the receiving route and quantity for each stream would complete it.
GRI 306-3 Waste generated	Section 18; Section 35	Part omitted. Information incomplete: the report holds total waste for each of the four years (Table 8.3), the six hazardous streams recorded in kilograms and the paper, carton and leather cuttings dispatched in FY 2025-26 (Table 18.14); the breakdown of total waste by composition would complete it.

Table 32.6 continues on the next page

Table 32.6, continued

DISCLOSURE	LOCATION	OMISSION
GRI 306-4 Waste diverted from disposal	Section 18	Part omitted. Information incomplete: the report holds the dated dispatches and the weight of paper, carton and leather cuttings dispatched in FY 2025-26 (Table 18.14), and the routes our procedure sets for leather cuttings, paper, carton and plastic, which go to a recycler; the weight of each stream by recovery route would complete it.
GRI 306-5 Waste directed to disposal	Section 18	Part omitted. Information incomplete: the report holds the dated hazardous dispatches and the disposal routes of our hazardous waste agreement: incineration, pre-processing, co-processing or landfilling, with used oil and empty barrels of 200 to 220 litres alone sent for recycling or refining; the weight of each hazardous stream by disposal route would complete it.

Index in figures

The index lists 94 disclosures in 105 rows, with GRI 3-3 in one row for each of the 12 material topics. Seven disclosures are located with no part omitted, and 57 are located with a part omitted, GRI 3-3

among them for every topic. Another 29 are omitted with the reason information incomplete, each naming the data that would complete it. One, GRI 302-5, is not applicable: our products are safety and comfort footwear, which draw no energy in use.

Table 32.7

Wages, employment, health and safety, training and diversity: GRI 202, 401, 403, 404 and 405

DISCLOSURE	LOCATION	OMISSION
GRI 202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Section 19	Part omitted. Information incomplete: the report holds the monthly pay we paid for unskilled, semi-skilled and skilled work against the statutory minimum from 1 October 2025 (Table 19.8), the lowest wage and the minimum at each date recorded since November 2023 (Table 19.12), and our bar on deductions for discipline; the entry level wage by gender would complete it.
GRI 401-1 New employee hires and employee turnover	Section 19	Part omitted. Information incomplete: the report holds worker turnover of 2.0% in the last full quarter before the November 2025 audit (Table 19.3), the turnover of calendar 2024 and calendar 2023, our freedom to leave employment and our diversity in hiring; hires and leavers for the year by age group, gender and region would complete it.
GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Section 19	Part omitted. Information incomplete: the report holds the benefits we give our employees: provident fund, state insurance cover, a bonus, free transport and accident cover (Table 19.9); which of these differ for temporary or part-time employees would complete it.
GRI 401-3 Parental leave	Section 19	Part omitted. Information incomplete: the report holds our reference to ILO Convention 183 on maternity protection, our risk assessment for new, expectant and nursing mothers and the Nil workers on parental leave at the November 2025 audit; parental leave taken and returns to work over the year would complete it.
GRI 403-1 Occupational health and safety management system	Section 20; Section 30	Part omitted. Information incomplete: the report holds our health and safety committee, senior management representative, protective equipment at the company's expense, hierarchy of control, and the health and safety code area of the SMETA 4-pillar audit of November 2025; the workers and activities the system covers, by contract type would complete it.
GRI 403-2 Hazard identification, risk assessment, and incident investigation	Section 20; Section 17; Section 30	Part omitted. Information incomplete: the report holds our four by four risk rating, the right to leave imminent danger, the March 2026 noise readings, and the November 2025 SMETA and amfori BSCI findings on protective equipment, chemical labelling and the chemical risk assessment, all closed on 30 March 2026 for the SMETA audit; how incidents are investigated and how workers report hazards would complete it.

Table 32.7 continues on the next page

Table 32.7, continued

DISCLOSURE	LOCATION	OMISSION
GRI 403-3 Occupational health services	Section 20	Part omitted. Information incomplete: the report holds our welfare facilities and our first aid and blood borne pathogen sessions; the occupational health services used in the year would complete it.
GRI 403-4 Worker participation, consultation, and communication on occupational health and safety	Section 20; Section 22; Section 12	Part omitted. Information incomplete: the report holds our health and safety committee, with management and worker members in balance and worker representatives the workers appoint, which meets every quarter; at the November 2025 audit its latest meeting was on 7 November 2025; our elected worker committee, grievance committee and internal complaints committee (Table 22.4); the topics the committees addressed in the year would complete it.
GRI 403-5 Worker training on occupational health and safety	Section 20; Section 21	Part omitted. Information incomplete: the report holds the fire safety, first aid, chemical, lockout, machine safety, evacuation and spill drill sessions we planned; training hours and attendance by employee category would complete it.
GRI 403-6 Promotion of worker health	Section 20	Part omitted. Information incomplete: the report holds our welfare facilities and our hygienic food preparation sessions; the health services offered in the year would complete it.
GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Section 24	Part omitted. Information incomplete: the report holds our due diligence on suppliers, subcontractors, private employment agencies and sub-suppliers; the health and safety results of supplier assessments would complete it.
GRI 403-8 Workers covered by an occupational health and safety management system	Section 20; Section 19	Part omitted. Information incomplete: the report holds our health and safety provisions, which apply to all personnel, who numbered 705 in April 2023 and 765 in November 2025, with the counts of November 2023 and March 2025 in Table 19.11; the count of workers covered at the year end, by contract type would complete it.
GRI 403-9 Work-related injuries	Section 20	Part omitted. Information incomplete: the report holds the injuries reported to HR by month in calendar 2024, with the major injuries and the hours lost (Table 20.8), the hours worked in FY 2025-26 (Table 20.9), our injury impact scale from first aid to fatality and our procedure under which HR analyses the injuries reported each month, as major or minor; injury counts for FY 2025-26 and the rates of work-related injury would complete it.
GRI 403-10 Work-related ill health	Section 20	Omitted. Information incomplete: the report holds our disease impact scale; cases of work-related ill health for the year would complete it.
GRI 404-1 Average hours of training per year per employee	Section 21	Part omitted. Information incomplete: the report holds the training we planned by topic, department and quarter, and the training hours per worker of the four sessions of FY 2024-25 (Table 21.8); training hours by employee category would complete it.
GRI 404-2 Programs for upgrading employee skills and transition assistance programs	Section 21; Section 30	Part omitted. Information incomplete: the report holds our topics, from social standards and BSCI code awareness to legal rights under EPFO and ESIC, and the note of the November 2025 amfori BSCI audit that human resources and social responsibility staff had not yet taken training on gender equality and on violence and harassment; the programmes for upgrading skills and any transition assistance would complete it.
GRI 404-3 Percentage of employees receiving regular performance and career development reviews	Section 21	Part omitted. Information incomplete: the report holds our review of each employee on eight criteria; the share of employees reviewed in the year, by gender and category would complete it.

Table 32.7 continues on the next page

Table 32.7, continued

DISCLOSURE	LOCATION	OMISSION
GRI 405-1 Diversity of governance bodies and employees	Section 19; Section 5	Part omitted. Information incomplete: the report holds the gender split of total manpower and of senior staff in March 2025, the women among the workers and in management positions at the November 2025 audit (Table 19.13), the workers aged 18 to 24 in November 2025 (Table 19.1; Table 19.3) and the women on the board at 31 March 2026 (Table 5.5); headcount by age group across all employees would complete it.
GRI 405-2 Ratio of basic salary and remuneration of women to men	Section 19	Omitted. Information incomplete: the report holds our bar on discrimination in remuneration and our reference to ILO Convention 100 on equal remuneration; basic pay by gender and job category would complete it.

Table 32.8

Ethics, supply chain, human rights, community, products and privacy: GRI 205, 308, 406 to 409, 413, 414, 416 and 418

DISCLOSURE	LOCATION	OMISSION
GRI 205-1 Operations assessed for risks related to corruption	Section 23; Section 30	Part omitted. Information incomplete: the report holds our grievance procedure, our bar on retaliation, our internal audit of 7 November and 8 November 2024, which evaluated the risk to business ethics, and the amfori BSCI note of November 2025 that anti-bribery and anti-corruption was not covered in the risk assessment then in use; the share of operations assessed for corruption risk would complete it.
GRI 205-2 Communication and training about anti-corruption policies and procedures	Section 23; Section 21	Part omitted. Information incomplete: the report holds the anti-bribery and anti-corruption training of people in sales, purchasing and logistics, the last session being on 9 April 2025, and the training of every member of our Business Ethics Committee recorded at the internal audit of 7 November and 8 November 2024; the number trained by employee category and region, and the communication to board members and business partners would complete it.
GRI 205-3 Confirmed incidents of corruption and actions taken	Section 23	Part omitted. Information incomplete: the report holds our grievance procedure, the Nil business ethics complaints reported to the management review of 15 November 2024 and the absence of any fine, prosecution or notice on business ethics in the three years before the November 2025 audit (Table 23.2; Table 23.3); a count of confirmed incidents of corruption for FY 2025-26, or a nil would complete it.
GRI 308-1 New suppliers that were screened using environmental criteria	Section 24	Omitted. Information incomplete: the report holds our criteria for new business partners; the number of new suppliers engaged in the year and the share screened on environmental criteria would complete it.
GRI 308-2 Negative environmental impacts in the supply chain and actions taken	Section 24	Omitted. Information incomplete: the report holds our periodic evaluation of business partners; the number of suppliers assessed and the impacts found would complete it.
GRI 406-1 Incidents of discrimination and corrective actions taken	Section 22	Omitted. Information incomplete: the report holds our non-discrimination practice and complaint system against harassment; a count of incidents in the year, or a nil would complete it.
GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Section 22	Omitted. Information incomplete: the report holds our recognition of freedom of association and collective bargaining for all personnel; the risk assessment result for operations and suppliers would complete it.
GRI 408-1 Operations and suppliers at significant risk for incidents of child labor	Section 22	Omitted. Information incomplete: the report holds our hiring age of 18, our definition of a child as under 15 and age proof at appointment; the risk assessment result for operations and suppliers would complete it.

Table 32.8 continues on the next page

Table 32.8, continued

DISCLOSURE	LOCATION	OMISSION
GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Section 22	Omitted. Information incomplete: the report holds our bars on retained documents, recruitment fees and trafficking, and the freedom to leave; the risk assessment result for operations and suppliers would complete it.
GRI 413-1 Operations with local community engagement, impact assessments, and development programs	Section 26	Omitted. Information incomplete: the report holds the site's location on the EPIP industrial estate, Shastripuram, Agra; the community engagement carried out in the year would complete it.
GRI 413-2 Operations with significant actual and potential negative impacts on local communities	Section 26	Omitted. Information incomplete: the report holds the site's location on the EPIP industrial estate, Shastripuram, Agra; the effects of the site on its neighbours would complete it.
GRI 414-1 New suppliers that were screened using social criteria	Section 24; Section 30	Omitted. Information incomplete: the report holds our criteria for new business partners: certification to a recognised social standard, a satisfactory social compliance finding by an auditing agency, or legal status with a commitment to our social policy; the number of new suppliers engaged in the year and the share screened on social criteria would complete it.
GRI 414-2 Negative social impacts in the supply chain and actions taken	Section 24; Section 30	Part omitted. Information incomplete: the report holds our corrective action support for business partners, and the note of the November 2025 amfori BSCI audit that the social commitment to the code had not been taken from all labour contractors and service providers; the number of suppliers assessed, the impacts found and the actions taken would complete it.
GRI 416-1 Assessment of the health and safety impacts of product and service categories	Section 25	Part omitted. Information incomplete: the report holds our process flow from cutting to dispatch, our limits on restricted substances and on the physical properties of materials, our inspection of finished footwear and our recall procedure; the share of product categories assessed would complete it.
GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Section 25	Part omitted. Information incomplete: the report holds our process flow and the company's answer of Nil customer safety complaints and recalls for FY 2025-26; a record of product safety incidents for the year would complete it.
GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Section 23	Omitted. Information incomplete: the report holds our confidential grievance procedure and our practice of keeping the personal data of our workers and clients confidential; a count of privacy complaints and data losses in the year, or a nil would complete it.

33

Alignment with other frameworks

We map this report to the nine NGRBC principles, SASB, TCFD and IFRS S2, and the social standard our system follows.

GRI 2-23 | NGRBC Principles 1 to 9

33.1 Claim levels

How we use each framework

This section maps our disclosures to four frameworks beyond the GRI Standards: NGRBC and BRSR, SASB, TCFD and IFRS S2, and the social standard our management system follows. A mapping shows where a framework’s requirement is answered in this report; it is not a claim of conformance or of certification.

Table 33.1 states the level of claim for every framework the report uses.

Status terms

Every mapping in this section uses the same three status terms. Reported means the report answers the requirement. Reported in part means the report answers part of it, and the cell names that part. Information incomplete means the report holds context only, and the cell names the information that would complete it.

Figure 94

The nine elements of the social standard we follow each map to a section of this report.

Elements of the social standard and where this report covers each

1 Child labour A child defined as under 15 Section 22	2 Forced or compulsory labour No original documents or deposits retained Section 22	3 Health and safety Health and safety committee Section 20
4 Freedom of association and right to collective bargaining The right to form, join and organise trade unions Section 22	5 Discrimination No discrimination in hiring, remuneration, training, promotion, termination or retirement Section 22	6 Disciplinary practices No corporal punishment, mental or physical coercion or verbal abuse Section 22
7 Working hours A regular working week of 48 hours, excluding overtime Section 19 and Section 22	8 Remuneration Compliance with the minimum wages law Section 19	9 Management system Social performance team Section 15 and Section 24

Elements and sections as in Table 33.5.

Source: Table 33.5.

Table 33.1

How this report uses each framework

FRAMEWORK	HOW THIS REPORT USES IT	SECTION
GRI Standards	Reported with reference to the GRI Standards, using GRI 1: Foundation 2021	Section 32
NGRBC and BRSR	Disclosures mapped to the nine NGRBC principles that structure the Business Responsibility and Sustainability Report	Section 33

Table 33.1 continues on the next page

Table 33.1, continued

FRAMEWORK	HOW THIS REPORT USES IT	SECTION
SASB Apparel, Accessories and Footwear Standard	Disclosures mapped to the standard's topics and metrics	Section 33
TCFD recommendations and IFRS S2	Disclosures mapped to governance, strategy, risk management, and metrics and targets	Section 33
SA8000:2014	The social standard our social management system follows; this report claims no certification to it	Section 30
ISO 9001 and ISO 14001; SMETA and amfori BSCI audits	Certifications and audits the company holds, reported as the standard, the body and the month	Section 30
UN Global Compact	Alignment with the ten principles; no signatory or participant status is claimed	Section 29
Sustainable Development Goals	The year's record mapped to eight goals and their targets, with two further links for the Monitor topics	Section 28

33.2 NGRBC principles and BRSR

Table 33.2

NGRBC principles and what this report holds

NGRBC PRINCIPLE	WHAT THIS REPORT HOLDS	STATUS	SECTION
Principle 1: ethics, transparency and accountability	Our grievance procedure, our bar on retaliation, legal compliance as our first social objective, our conflict of interest rule, the anti-bribery training of the most exposed roles and the amfori BSCI rating of A for ethical business behaviour in November 2025; the board's composition at 31 March 2026 (Table 5.5); a count of fines and sanctions, or a nil, would complete it	Reported in part	Section 5; Section 23; Section 30
Principle 2: goods made in a manner that is sustainable and safe	Our process flow from cutting to dispatch; our ISO 9001:2015 and ISO 14001:2015 certification by TUV Rheinland, in force through the year; PU used in production in each of the four years (Table 7.1)	Reported in part	Section 7; Section 18; Section 25
Principle 3: well-being of employees, including those in the value chain	Our health and safety, welfare, working hours and wage provisions; our planned training and the four sessions held for all workers in FY 2024-25	Reported in part	Section 19; Section 20; Section 21
Principle 4: the interests of all stakeholders	Elected worker representatives, the social performance team, the management review and supplier evaluation	Reported in part	Section 12
Principle 5: human rights	Our commitments to a recognised social standard and to the ILO and UN instruments we respect, and the amfori BSCI overall rating, B in November 2023 and A in November 2025	Reported in part	Section 22
Principle 6: protecting and restoring the environment	Energy within the company of 8,990.84, 9,495.92, 9,314.10 and 9,756.02 GJ; Scope 1 and 2 emissions of 1,273.59, 1,386.53, 1,327.56 and 1,405.86 tCO ₂ e; groundwater drawn through the borewell meter of 346, 365, 359 and 375 KL (FY 2022-23 to FY 2025-26); dated waste dispatches	Reported in part	Section 16; Section 17; Section 18
Principle 7: responsible and transparent public policy engagement	Information incomplete: the report holds our liaison with government and legal bodies; the industry bodies the company belongs to would complete it	Information incomplete	Section 5
Principle 8: inclusive growth and equitable development	Information incomplete: the report holds the site's location on the EPIP industrial estate and our diversity in hiring; the community engagement carried out in the year would complete it	Information incomplete	Section 26
Principle 9: responsible value to consumers	Information incomplete: the report holds our commitment to safety and comfort footwear, our customer code sessions and our ISO 9001:2015 certification by TUV Rheinland, in force through the year; product test results and a count of product safety incidents would complete it	Information incomplete	Section 25

NGRBC and BRSR

The National Guidelines on Responsible Business Conduct set nine principles, and the Business Responsibility and Sustainability Report is built on them. We use the principles as a map of this report. Principles 1 to 6 are reported in part; Table 33.2 gives the other three.

Principle 6 carries the year's main quantities, which Sections 16 to 18 report. Principles 3 and 5 rest on our provisions on working hours, wages, health and safety and human rights, and on the training we planned for 2025. Principle 2 adds our ISO 9001 and ISO 14001 certification, in force through the year.

33.3 SASB

Table 33.3

SASB Apparel, Accessories and Footwear Standard: topics and metrics

SASB TOPIC AND METRIC	WHAT THIS REPORT HOLDS	STATUS	SECTION
Chemicals in products: processes to maintain compliance with restricted substances regulations	Information incomplete: the report holds our sessions on MSDS, the harmful nature of substances and safe chemical handling, which are workplace training; the restricted substances we screen for and product test results would complete it	Information incomplete	Section 18; Section 25
Chemicals in products: processes to assess and manage chemical hazards in products	Information incomplete: the report holds our chemical hazard type, which covers the workplace; an assessment of chemicals in the products would complete it	Information incomplete	Section 20; Section 25
Supply chain environment: supplier facilities in compliance with wastewater discharge permits	Information incomplete: the report holds our supplier criteria; the count of suppliers by tier with the discharge permit status of each would complete it	Information incomplete	Section 24
Supply chain environment: supplier facilities with an environmental data assessment	Information incomplete: the report holds our periodic evaluation of partners; the results of supplier environmental assessments would complete it	Information incomplete	Section 24
Supply chain labour: supplier facilities audited to a labour code of conduct	Information incomplete: the report holds our criteria of certification to a recognised social standard, a satisfactory social compliance finding or a commitment to our social policy; the count of supplier facilities audited to a labour code would complete it	Information incomplete	Section 24
Supply chain labour: non-conformance and corrective action rates	Information incomplete: the report holds our corrective action support for partners; supplier non-conformance and corrective action counts would complete it	Information incomplete	Section 24
Supply chain labour: greatest labour and health and safety risks in the supply chain	Information incomplete: the report holds material topic 4, which names leather, chemicals and outsourced work as the supply chain's subjects; a sourcing risk review would complete it	Information incomplete	Section 13; Section 24
Raw materials sourcing: priority raw materials and their risks	Information incomplete: the report holds PU used in production in each of the four years (Table 7.1); the weight of each material purchased, with a sourcing risk review, would complete it	Information incomplete	Section 18
Raw materials sourcing: amount of priority raw materials purchased and the share certified	Information incomplete: the report holds PU used in production in each of the four years (Table 7.1); the weight of each material purchased, with any certified share, would complete it	Information incomplete	Section 18
Activity metric: number of Tier 1 suppliers and suppliers beyond Tier 1	Information incomplete: the report holds our practice that the purchase function tracks the new business partners engaged each year; the count of suppliers by tier would complete it	Information incomplete	Section 24

SASB Apparel, Accessories and Footwear

The SASB standard for apparel, accessories and footwear is the SASB industry standard nearest to our

activity. Its metrics centre on chemicals in products, labour and environmental conditions in the supply chain, and raw material sourcing, and Table 33.3 gives our position on each.

33.4 TCFD and IFRS S2

Table 33.4

TCFD recommendations and IFRS S2: pillars and what this report holds

PILLAR AND RECOMMENDED DISCLOSURE	WHAT THIS REPORT HOLDS	STATUS	SECTION
Governance: board oversight and management's role	Information incomplete: the report holds our placing of compliance accountability with senior management; who oversees climate matters would complete it	Information incomplete	Section 5
Strategy: climate risks, opportunities and their effect on the business	Information incomplete: the report holds climate change and energy as a Manage-tier material topic; a climate risk assessment would complete it	Information incomplete	Section 13; Section 14
Strategy: resilience under climate scenarios	Information incomplete: the report holds the year's energy and emission figures; a scenario analysis would complete it	Information incomplete	Section 14
Risk management: identifying, assessing and managing climate risks	Information incomplete: the report holds our risk matrix, which rates workplace hazards and is not a climate risk assessment; a climate risk process would complete it	Information incomplete	Section 14
Metrics: climate-related metrics	Energy within the company of 8,990.84, 9,495.92, 9,314.10 and 9,756.02 GJ, of which own solar electricity 1,752.91, 1,744.15, 1,735.43 and 1,726.75 GJ (FY 2022-23 to FY 2025-26)	Reported in part	Section 16
Metrics: Scope 1, Scope 2 and Scope 3 emissions	Scope 1 of 95.94, 101.09, 98.37 and 104.11 tCO ₂ e and location-based Scope 2 of 1,177.65, 1,285.44, 1,229.19 and 1,301.75 tCO ₂ e (FY 2022-23 to FY 2025-26); market-based Scope 2 for FY 2025-26, equal to the location-based figure (Table 16.14); Scope 3 for transmission and distribution losses and employee commuting, with the other categories incomplete	Reported in part	Section 16
Targets: climate-related targets and performance against them	Reported in part: the report holds our Scope 1 and 2 target to FY 2030-31 (Table 31.4); a measured reduction against its baseline would complete it	Reported in part	Section 31

Climate disclosure

The TCFD recommendations and IFRS S2 ask for climate governance, strategy, risk management, and metrics and targets. We report Scope 1 emissions of 95.94 tCO₂e in FY 2022-23, 101.09 in FY 2023-24, 98.37 in FY 2024-25 and 104.11 in FY 2025-26 and location-based Scope 2 emissions of 1,177.65 tCO₂e in FY 2022-23, 1,285.44 in FY 2023-24, 1,229.19 in FY 2024-25 and 1,301.75 in FY 2025-26, with energy within the company of 8,990.84 GJ in FY 2022-23, 9,495.92 in FY 2023-24, 9,314.10 in FY 2024-25 and

9,756.02 in FY 2025-26. Scope 3 for FY 2025-26 holds transmission and distribution losses of 229.50 tCO₂e and employee commuting of 74.65 tCO₂, CO₂ only, printed apart from Scope 1 and 2. Table 33.4 gives the position on the other three pillars.

IFRS S2 also asks for Scope 3 emissions and for the progress made against climate targets. The report holds Scope 1 and Scope 2 for FY 2022-23 to FY 2025-26 and a Scope 1 and 2 target to FY 2030-31 (Table 31.4).

33.5 Social standard elements

Table 33.5

Elements of the social standard we follow and how we apply them

ELEMENT OF THE SOCIAL STANDARD WE FOLLOW	WHAT WE APPLY	SECTION
1 Child labour	A child defined as under 15; hiring at 18 and above; age proof at appointment; education financed for any child found working	Section 22
2 Forced or compulsory labour	No original documents or deposits retained; no recruitment fees; no trafficking; freedom to leave after duty hours	Section 22
3 Health and safety	Health and safety committee; senior management representative; protective equipment at the company's expense; the right to leave imminent danger; a risk matrix of impact and probability	Section 20
4 Freedom of association and right to collective bargaining	The right to form, join and organise trade unions; elected worker representatives protected from retaliation	Section 22
5 Discrimination	No discrimination in hiring, remuneration, training, promotion, termination or retirement; no pregnancy or virginity tests; a complaint system against harassment	Section 22
6 Disciplinary practices	No corporal punishment, mental or physical coercion or verbal abuse; managers trained to resolve conflicts	Section 22
7 Working hours	A regular working week of 48 hours, excluding overtime; one weekly off; voluntary overtime at a premium rate within legal limits	Section 19; Section 22
8 Remuneration	Compliance with the minimum wages law; basic needs met with some discretionary income; wage structure communicated at appointment; salary slips issued; no deductions for discipline	Section 19
9 Management system	Social performance team; risk assessment; internal audits; grievance procedure; corrective and preventive action; training; supplier due diligence	Section 15; Section 24

Elements of the standard

Our social management system follows the structure of SA8000:2014, with a practice for each of the standard's eight performance elements and for its management system. Table 33.5 states what we apply under each element and the report section that describes it. The table shows the basis of our system and is not a statement of certification.

We apply the standard beyond the factory, through the supplier due diligence that Section 24 sets out. In November 2025 the amfori BSCI audit rated our performance areas for freedom of association, non-discrimination, fair remuneration, working hours, child labour and forced labour A (Section 30).

34

Framework gap closure and forward roadmap

Our steps start on an event, from a new product, process or business partner to a child found working.

GRI 2-24, 3-3 | NGRBC Principles 1, 3, 6

34.1 Data that would complete the omitted disclosures

What this section holds

For each disclosure the index omits in whole or in part, this section names the data that would complete it. It then sets out the steps we take on an event or a change, each one a practice of ours.

Data that reaches furthest

Five sets of data would each complete six or more rows of the index: employee data, injury and incident counts, board nomination and oversight, supplier counts and waste generated. The same data carry the NGRBC people and governance principles and the SASB supply chain metrics.

Figure 95

Five triggers each set a fixed step, from a fresh risk assessment to financed education for a child found working.

Triggers and the step each sets

<div>A new product, process, equipment or layout</div> <div>A fresh risk assessment</div>	<div>An incident, a change of technology or new machinery</div> <div>Health and safety training for the personnel affected, including new and reassigned personnel</div>	<div>A new business partner or service provider</div> <div>Engagement only after a commitment to our social policy</div>
<div>A business partner unable to commit</div> <div>A suitable substitute is found</div>	<div>A non-conformance at a business partner</div> <div>We help the partner address corrective action promptly</div>	

Five of the eleven triggers in Table 34.3; the table lists them all.

Source: Table 34.3.

Table 34.1

Data that would complete the omitted disclosures

DATA	GRI DISCLOSURES IT WOULD COMPLETE	OTHER FRAMEWORKS	SECTION
Headcount at the year end by contract type, gender, age group and region, workers who are not employees, hires and leavers, and the share covered by a collective bargaining agreement	GRI 2-7, 2-8, 2-30, 401-1, 403-8 and 405-1; GRI 3-3 (employment practices, wages and equal opportunity)	NGRBC Principle 3	Section 19
Basic pay by gender and job category, the pay terms of directors and senior executives, how they are set, and the total pay of the highest-paid individual against the median	GRI 2-19, 2-20, 2-21 and 405-2; GRI 3-3 (employment practices, wages and equal opportunity)	NGRBC Principles 3 and 5	Section 19
Entry level wage by gender	GRI 202-1	NGRBC Principles 3 and 5	Section 19
Parental leave taken and returns to work over the year	GRI 401-3	NGRBC Principle 3	Section 19
The share of employees reviewed in the year, by gender and category	GRI 404-3	NGRBC Principle 3	Section 21
Which employee benefits differ for temporary or part-time employees	GRI 401-2	NGRBC Principle 3	Section 19
Counts for the year of injuries, ill health, incidents, concerns raised, fines and complaints, each with a nil where none arose	GRI 2-16, 2-27, 205-3, 403-9, 403-10, 406-1, 416-2 and 418-1; GRI 3-3 (occupational health, safety and dignity; labour and human rights)	NGRBC Principles 1, 3, 5 and 9	Section 20; Section 23
The occupational health services used and offered in the year	GRI 403-3 and 403-6	NGRBC Principle 3	Section 20
Training hours and attendance by employee category	GRI 2-24, 403-5, 404-1 and 404-2; GRI 3-3 (learning and skills)	NGRBC Principle 3	Section 21
How incidents are investigated, the corrective actions opened and closed, and the topics the committees addressed	GRI 2-25, 2-26, 403-2 and 403-4	NGRBC Principle 3; UN Global Compact Principle 1	Section 20; Section 22
The risk assessment result for operations and suppliers on association, child labour and forced labour	GRI 407-1, 408-1 and 409-1	UN Global Compact Principles 3 to 5; NGRBC Principle 5	Section 22
The basis on which stakeholder groups were identified and selected	GRI 2-29	NGRBC Principle 4	Section 12
Grid electricity for every connection and the solar plant's monthly export	GRI 302-1 and 305-2	TCFD and IFRS S2 metrics; NGRBC Principle 6	Section 16
Fuel for the forklift, which is outside the boundary of this report, and refrigerant refilled in the year	GRI 302-1, 305-1 and 305-6	TCFD and IFRS S2 metrics	Section 16
Energy and emissions in transport and purchased materials, and Scope 3 for the other categories	GRI 302-2 and 305-3	TCFD and IFRS S2 metrics	Section 16
A measured energy saving against a base year, and a measured reduction in emissions against the FY 2025-26 baseline of our target	GRI 302-4 and 305-5	TCFD and IFRS S2 targets	Section 16
A climate risk assessment	GRI 201-2	TCFD and IFRS S2 strategy and risk management	Section 14

Table 34.1 continues on the next page

Table 34.1, continued

DATA	GRI DISCLOSURES IT WOULD COMPLETE	OTHER FRAMEWORKS	SECTION
The volume of any other water source, the groundwater limits that apply, the discharge limits and the volume discharged	GRI 303-1, 303-2, 303-3, 303-4 and 303-5; GRI 3-3 (water and effluent)	NGRBC Principle 6	Section 17
Dated stack monitoring results for the generator sets for the year, in place of the AP-42 weights	GRI 305-7 and 403-2; GRI 3-3 (air emissions and noise)	NGRBC Principle 6	Section 17
Waste generated by stream, and the weight of each stream by recovery or disposal route and receiving route	GRI 306-1, 306-2, 306-3, 306-4 and 306-5; GRI 3-3 (chemicals, materials and hazardous waste)	NGRBC Principle 6	Section 18
The chemicals in use with their hazard data	GRI 3-3 (chemicals, materials and hazardous waste)	SASB chemicals in products	Section 18
The weight of each material used: leather, adhesives, rubber and packaging, with any recycled or certified share	GRI 301-1 and 301-2	SASB raw materials sourcing	Section 18
The weight of products and packaging reclaimed	GRI 301-3	NGRBC Principle 2	Section 18
The count of suppliers by tier, new suppliers engaged and their screening, the results of supplier assessments and the corrective actions	GRI 2-6, 308-1, 308-2, 403-7, 414-1 and 414-2; GRI 3-3 (responsible supply chain)	SASB supply chain metrics; UN Global Compact Principle 2	Section 24
Product test results and the share of product categories assessed	GRI 416-1; GRI 3-3 (product health and safety)	SASB chemicals in products; NGRBC Principles 2 and 9	Section 25
Our commitments on the environment, with an energy target, and on information security, with a corruption risk assessment and the number trained on anti-corruption	GRI 2-23, 205-1 and 205-2; GRI 3-3 (climate change and energy; ethics, integrity and information security)	UN Global Compact Principle 10; NGRBC Principle 1	Section 15; Section 23
The committees of the board, the chair's role, how directors are nominated and selected, disclosure of cross-board membership and related-party dealings, board training and evaluation, and the board's oversight of impacts and delegation to senior executives	GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-17 and 2-18	NGRBC Principle 1	Section 5
The industry bodies the company belongs to	GRI 2-28	NGRBC Principle 7	Section 6
The community engagement carried out in the year and the effects of the site on its neighbours	GRI 413-1 and 413-2; GRI 3-3 (community impact)	NGRBC Principle 8	Section 26
The name and title of the signatory of the leadership message and the approver of this report	GRI 2-14 and 2-22	NGRBC Principle 1	Section 4

Frameworks together

Table 34.2 brings the status of every framework in this part of the report into one place. The frameworks move together: the board's committees, nomination and oversight would complete NGRBC Principle 1 and

the GRI governance disclosures, and a climate risk assessment would complete GRI 201-2, Global Compact Principle 7 and the TCFD strategy and risk management pillars. GRI 302-5 is not applicable and appears in neither column.

34.2 Status by framework

Table 34.2

Disclosures reported in part and information incomplete, by framework

FRAMEWORK	REPORTED IN PART	INFORMATION INCOMPLETE	SECTION
GRI Standards	GRI 2-6, 2-7, 2-8, 2-9, 2-13, 2-15, 2-22, 2-23, 2-24, 2-25, 2-26, 2-27, 2-29, 2-30, 202-1, 205-1, 205-2, 205-3, 301-1, 301-2, 302-1, 302-3, 303-1, 303-2, 303-3, 303-4, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5, 401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 404-1, 404-2, 404-3, 405-1, 414-2, 416-1 and 416-2; GRI 3-3 for all 12 material topics	GRI 2-10, 2-11, 2-12, 2-14, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21, 2-28, 201-2, 301-3, 302-2, 302-4, 303-5, 305-6, 308-1, 308-2, 403-10, 405-2, 406-1, 407-1, 408-1, 409-1, 413-1, 413-2, 414-1 and 418-1	Section 32
NGRBC principles	Principles 1 to 6	Principles 7, 8 and 9	Section 33
SASB Apparel, Accessories and Footwear	Every metric stands at information incomplete	Restricted substances processes; chemical hazards in products; supplier wastewater permits; supplier environmental assessments; supplier labour audits; supplier non-conformance rates; greatest supply chain risks; priority raw materials; raw materials purchased and certified; supplier count	Section 33
TCFD and IFRS S2	Climate-related metrics; Scope 1, Scope 2 and Scope 3 emissions; targets	Governance; strategy; scenario resilience; risk management	Section 33
UN Global Compact	Principles 1 to 6 and 8 to 10	Principle 7	Section 29

GRI 302-5 is not applicable and appears in neither column.

34.3 Steps we take on an event

Table 34.3

Steps we take on an event or a change

TRIGGER	STEP WE TAKE	SECTION
A new product, process, equipment or layout	A fresh risk assessment	Section 20
An incident, a change of technology or new machinery	Health and safety training for the personnel affected, including new and reassigned personnel	Section 20; Section 21
A new business partner or service provider	Engagement only after a commitment to our social policy	Section 24
A business partner unable to commit	A suitable substitute is found	Section 24
A non-conformance at a business partner	We help the partner address corrective action promptly	Section 24
A child found working	Work stops, and education is financed until the worker is no longer a child worker	Section 22
A young worker in school	School hours, working hours and travel between school and the workplace kept to 10 hours a day in total	Section 22

Table 34.3 continues on the next page

Table 34.3, continued

TRIGGER	STEP WE TAKE	SECTION
Doubt about a person's age	An inquiry and a formal report with corrective and preventive action	Section 22
A dormitory provided in future	The requirements of the social standard for housing are addressed	Section 20
The social performance team's effectiveness	The 30 month term is lengthened or shortened	Section 5
A finding in an external audit	A corrective action with a due date; each finding of the SMETA audit of November 2025 was closed on 30 March 2026	Section 30

Steps on an event

Our steps start on an event rather than on a date. A new product, process, equipment or layout calls for a fresh risk assessment, and an incident or new machinery calls for health and safety training of the personnel affected. We engage a new business partner only after it commits to our social policy, and we replace a partner unable to commit with a suitable substitute.

Where a business partner falls short of the standard, we help the partner address corrective action promptly. Where a child is found working, we stop the work and finance the child's education until the child is no longer a child worker. Where a person's age is in doubt, we make an inquiry and a formal report with corrective and preventive action. A finding in an external audit calls for a corrective action with a due date, and each finding of the SMETA audit of November 2025 was closed on 30 March 2026.

Two provisions that look ahead

If we provide a dormitory in future, we will address the requirements of the social standard for housing. The term of our social performance team may be lengthened or shortened depending on the effectiveness of the team.

34.4 The cycle ahead

Objectives and their cycle

The three social objectives are reviewed in the management review that Section 5 describes, and our social policy commits us to enhance customer satisfaction through continual improvement of our systems and processes. We cooperate with external auditors at announced and unannounced audits. Our ISO 9001 and ISO 14001 certifications, in force through the year, give an external check on our quality and environmental systems.

35

Appendix A: ESG data pack

This appendix gives energy, emissions, water, waste and workforce data for four years, with the monthly series by month, in 26 tables.

GRI 2-7, 301-1, 302-1, 303-3, 305-1, 305-2, 306-3 | NGRBC Principles 3, 6

Scope of this data pack

The pack holds the energy, emissions, water, material, waste, workforce and working environment figures of the four years and their monthly series. The following stand in the tables of their own sections and are not repeated here: the injuries, hours lost, hours of work and training hours (Sections 20 and 21), the board and the women in the workforce (Sections 5 and 19), market-based Scope 2, Scope 3, the air pollutant weights, hazardous waste in kilograms and the intensities (Sections 16 to 18), production in pairs (Section 8) and the Scope 1 and 2 target (Section 31).

35.1 Energy and emissions

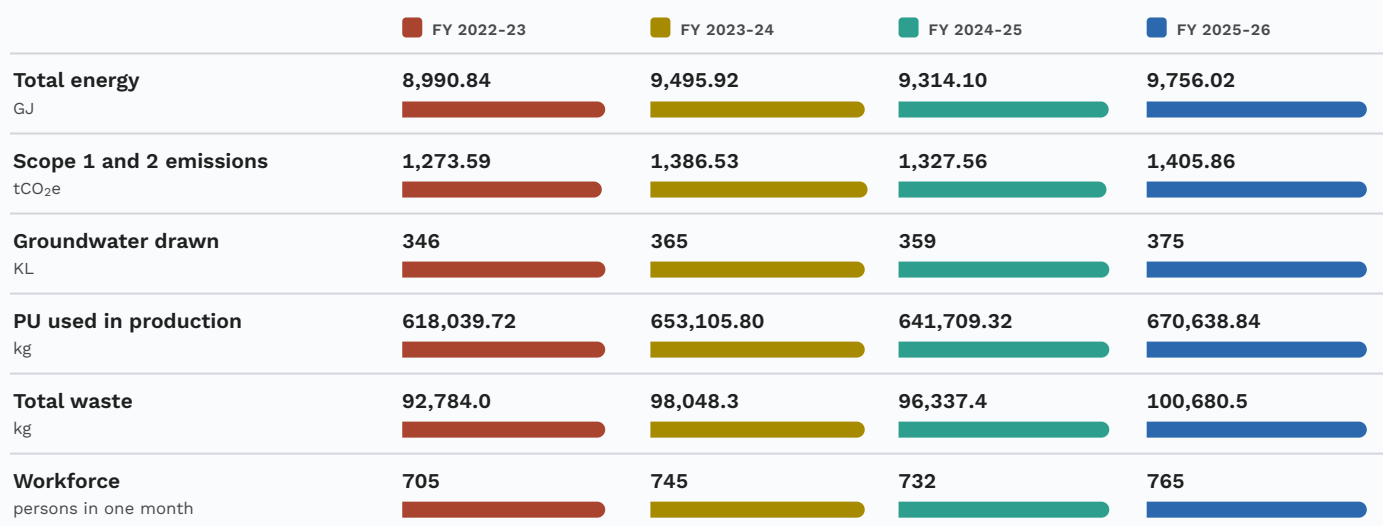
Energy and fuels

Energy used within the company was 9,756.02 GJ in FY 2025-26: 6,600.40 GJ of grid electricity, 1,726.75 GJ of rooftop solar electricity and 1,428.86 GJ of fuel. The fuel was 35,593.85 litres of diesel used by the three generator sets, 1.01 t of canteen LPG and 2.22 t of CNG. Total energy was 9,314.10 GJ in FY 2024-25, 9,495.92 GJ in FY 2023-24 and 8,990.84 GJ in FY 2022-23 (Table 35.1).

Figure 96

Energy, emissions, groundwater, waste and workforce are set out for each of the four years.

The data pack across four years, FY 2022-23 to FY 2025-26.



Each row is on its own scale. Tables 35.1 to 35.5 give the figures.

Source: Tables 35.1, 35.2, 35.3 and 35.5.

Solar share

Our rooftop plant met 20.74% of the electricity we used in FY 2025-26. The share in FY 2024-25 was 21.78%, in FY 2023-24 21.51% and in FY 2022-23 22.84%.

Table 35.1

Energy and fuels, FY 2022-23 to FY 2025-26

MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Grid electricity	kWh	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445
Solar electricity from the rooftop plant	kWh	486,920.1	484,485.5	482,063.1	479,652.8
Electricity used, grid and solar	kWh	2,131,678.4	2,252,624.7	2,213,317.1	2,313,097.8
Solar share of electricity used	%	22.84	21.51	21.78	20.74
Diesel used by the generator sets	litres	32,802.18	34,663.29	34,058.43	35,593.85
Canteen LPG	t	0.93	0.98	0.96	1.01
CNG for our two tempos	t	2.04	2.06	1.68	2.22
Energy from grid electricity	GJ	5,921.13	6,365.30	6,232.51	6,600.40
Energy from solar electricity	GJ	1,752.91	1,744.15	1,735.43	1,726.75
Energy from diesel	GJ	1,174.76	1,241.41	1,219.75	1,274.74
Energy from LPG	GJ	43.90	46.39	45.58	47.63
Energy from CNG	GJ	98.14	98.67	80.83	106.50
Energy from fuels	GJ	1,316.80	1,386.47	1,346.15	1,428.86
Total energy	GJ	8,990.84	9,495.92	9,314.10	9,756.02

GRI 302-1. GJ, tonnes and tCO₂e are rounded to two decimals after the parts are summed, so parts and totals may differ in the second decimal place.

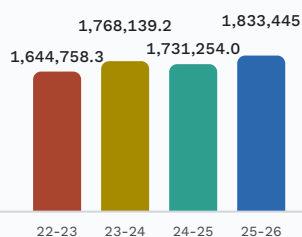
Figure 97

Total energy used came to 9,756.02 GJ in FY 2025-26, the year of this report.

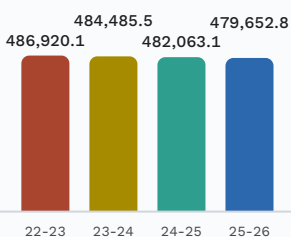
Electricity, fuels and energy, FY 2022-23 to FY 2025-26.

FY 2022-23 FY 2023-24 FY 2024-25 FY 2025-26

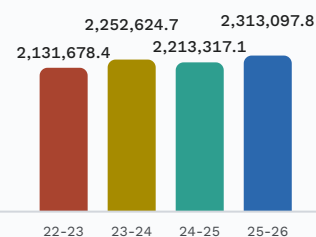
Grid electricity
kWh



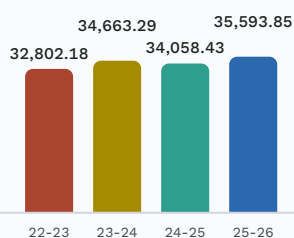
Solar electricity
kWh



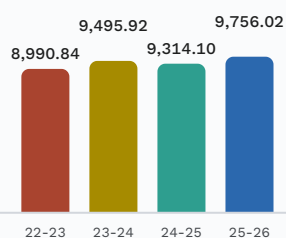
Electricity used
kWh



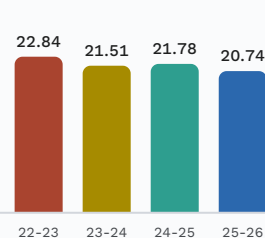
Diesel
litres



Total energy
GJ



Solar share
%



Each panel has its own scale.

Source: Table 35.1.

Greenhouse gases

Scope 1 emissions from our three fuels were 104.11 tCO₂e in FY 2025-26, of which diesel for the generator sets gave 94.77 tCO₂e. Scope 2 location-based emissions were 1,301.75 tCO₂e from 1,833,445 kWh of grid electricity at the CEA grid factor of 0.710 tCO₂ per MWh, and Scope 1 and 2 came to 1,405.86 tCO₂e. Scope 1 and 2 emissions were 1,327.56 tCO₂e in FY 2024-25, 1,386.53 tCO₂e in FY 2023-24 and 1,273.59 tCO₂e in FY 2022-23 (Table 35.2).

Table 35.2

Greenhouse gas emissions, FY 2022-23 to FY 2025-26

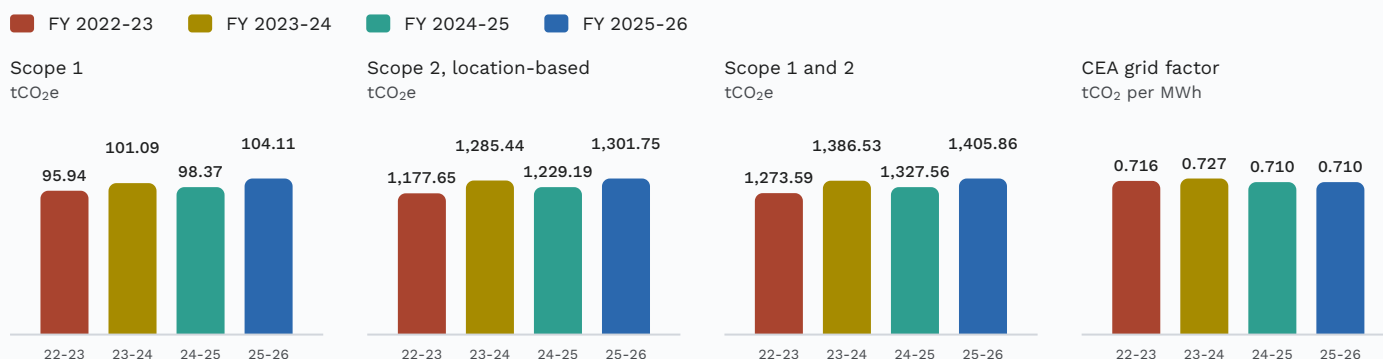
MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1, diesel for the generator sets	tCO ₂ e	87.34	92.29	90.68	94.77
Scope 1, canteen LPG	tCO ₂ e	2.78	2.93	2.88	3.01
Scope 1, CNG for our two tempos	tCO ₂ e	5.83	5.86	4.80	6.33
Scope 1	tCO ₂ e	95.94	101.09	98.37	104.11
Scope 2, location-based	tCO ₂ e	1,177.65	1,285.44	1,229.19	1,301.75
Scope 1 and 2	tCO ₂ e	1,273.59	1,386.53	1,327.56	1,405.86
CEA grid emission factor	tCO ₂ per MWh	0.716	0.727	0.710	0.710

GRI 305-1 and 305-2. Scope 1 covers CO₂, CH₄ and N₂O; the grid factor covers CO₂. GJ, tonnes and tCO₂e are rounded to two decimals after the parts are summed, so parts and totals may differ in the second decimal place.

Figure 98

Scope 1 and 2 emissions came to 1,405.86 tCO₂e in FY 2025-26, the year of this report.

Emissions in tCO₂e and the CEA grid factor, FY 2022-23 to FY 2025-26.



Each panel has its own scale.

Source: Table 35.2.

35.2 Water, materials and waste

Water, PU and waste

Groundwater drawn came to 375 KL in FY 2025-26, 359 KL in FY 2024-25, 365 KL in FY 2023-24 and 346 KL in FY 2022-23, and our domestic wastewater goes to the common sewage line. PU used in production was 670,638.84 kg in FY 2025-26 and 641,709.32 kg in FY 2024-25. Total waste was 100,680.5 kg for the year. Paper totalled 1,025 kg, carton 2,463 kg and leather cuttings 3,668 kg, and none is added to total waste (Table 35.3).

Table 35.3

Water, materials and waste, FY 2022-23 to FY 2025-26

MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Groundwater drawn	KL	346	365	359	375
PU used in production	kg	618,039.72	653,105.80	641,709.32	670,638.84
Total waste	kg	92,784.0	98,048.3	96,337.4	100,680.5
Paper waste	kg	945	998	970	1,025
Carton waste	kg	2,270	2,399	2,396	2,463
Leather cuttings	kg	3,380	3,572	3,509	3,668

GRI 303-3, 301-1 and 306-3. Paper, carton and leather cuttings sit beside total waste and are not added to it or to each other.

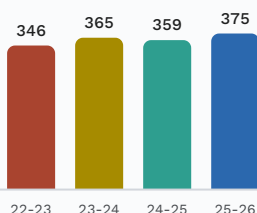
Figure 99

Groundwater drawn came to 375 KL and total waste to 100,680.5 kg in FY 2025-26.

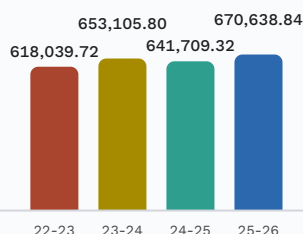
Groundwater, PU and waste, FY 2022-23 to FY 2025-26.

■ FY 2022-23 ■ FY 2023-24 ■ FY 2024-25 ■ FY 2025-26

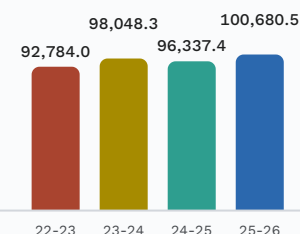
Groundwater drawn
KL



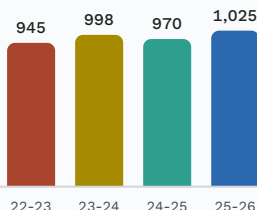
PU used
kg



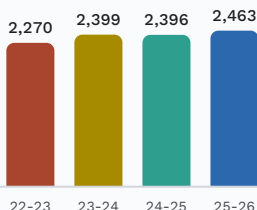
Total waste
kg



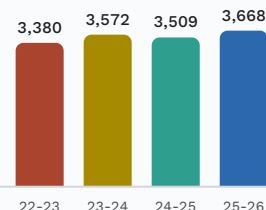
Paper waste
kg



Carton waste
kg



Leather cuttings
kg



Each panel has its own scale.

Source: Table 35.3.

Hazardous waste

We made four hazardous waste dispatches in FY 2025-26, as many as in FY 2024-25, and three in each of the two years before. Table 35.4 gives each hazardous stream for the four years, and Tables 35.19 and 35.20 give each dispatch on its date.

Table 35.4

Hazardous waste dispatched by stream, FY 2022-23 to FY 2025-26

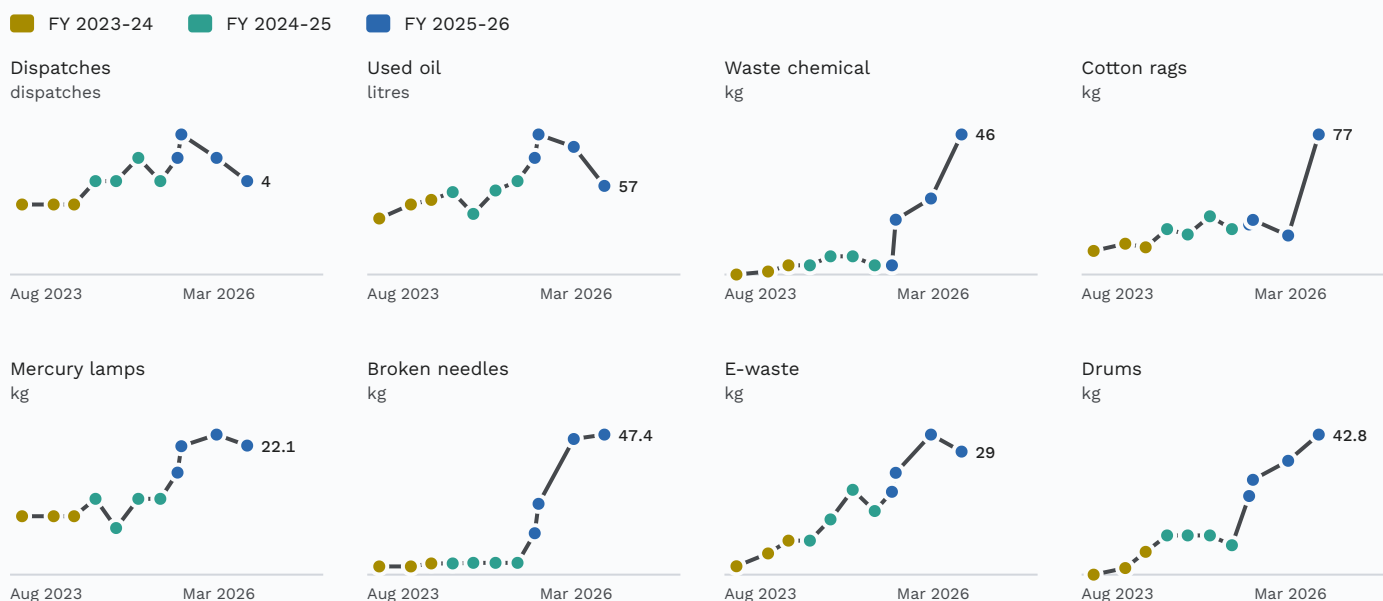
MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Hazardous waste dispatches	number	3	3	4	4
Used or spent oil	litres	17	48	60	57
Waste chemical	kg	0	3	3	46
Contaminated cotton rags	kg	14	15	25	77
Fluorescent and other mercury lamps	kg	11.0	10.0	13.0	22.1
Broken needles	kg	2.0	3.8	4.0	47.4
E-waste	kg	3	8	15	29
Empty drums and containers	kg	0.0	7.0	9.0	42.8

GRI 306-3. Each stream is the total of its dated dispatches in the year.

Figure 100

Dispatches and each hazardous stream are drawn as rolling twelve-month totals, to March 2026.

Dispatches and hazardous waste in the twelve months to each dispatch, August 2023 to March 2026.



Each point is the quantity dispatched in the twelve months up to and including that dispatch, in the colour of its financial year. The lines start at August 2023, twelve months after the first dispatch in July 2022. The end value is the FY 2025-26 figure. Each panel has its own scale.

Source: Tables 35.19, 35.20 and 35.4.

35.3 Workforce

Workforce

Our workforce was 765 at the November 2025 audit, 763 men and 2 women. It was 732 in March 2025, 745 at the November 2023 audit and 705 in April 2023 (Table 35.5).

Table 35.5

Workforce, FY 2022-23 to FY 2025-26

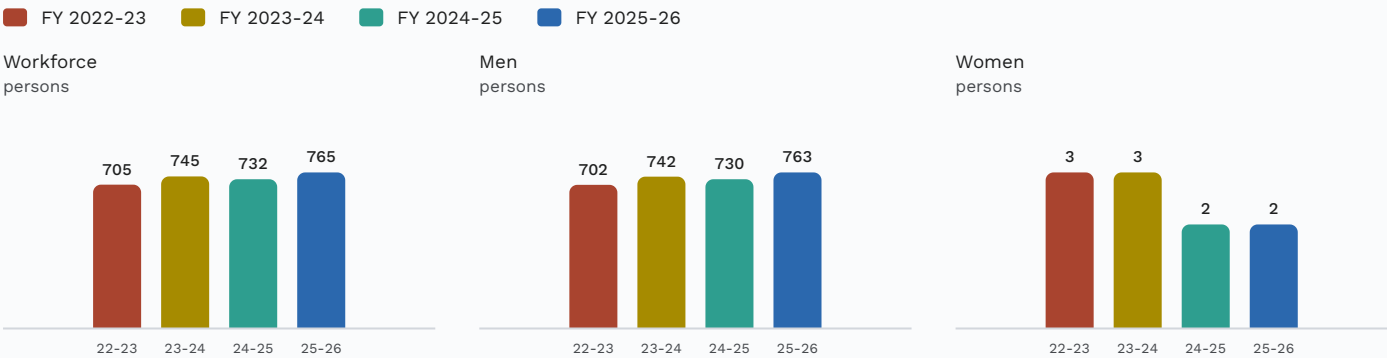
MEASURE	UNIT	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Workforce	persons	705	745	732	765
Men	persons	702	742	730	763
Women	persons	3	3	2	2

GRI 2-7. Each year's count is of one month: April 2023 for FY 2022-23, the November 2023 audit for FY 2023-24, March 2025 for FY 2024-25 and the November 2025 audit for FY 2025-26.

Figure 101

Our workforce was 765 at the November 2025 audit, in FY 2025-26.

Workforce in one month of each year, persons.



Each panel has its own scale.

Source: Table 35.5.



35.4 Monthly series, FY 2022-23 to FY 2025-26

Electricity by month

Grid electricity in FY 2025-26 ran from 118,315 kWh in May to 183,740 kWh in August (Table 35.6). Solar electricity in FY 2025-26 was highest in May at 53,225.5 kWh and lowest in February at 26,281.9 kWh (Table 35.7). Electricity used peaked in August at 224,578.1 kWh in FY 2025-26 (Table 35.8).

Table 35.6

Grid electricity by month, kWh, FY 2022-23 to FY 2025-26

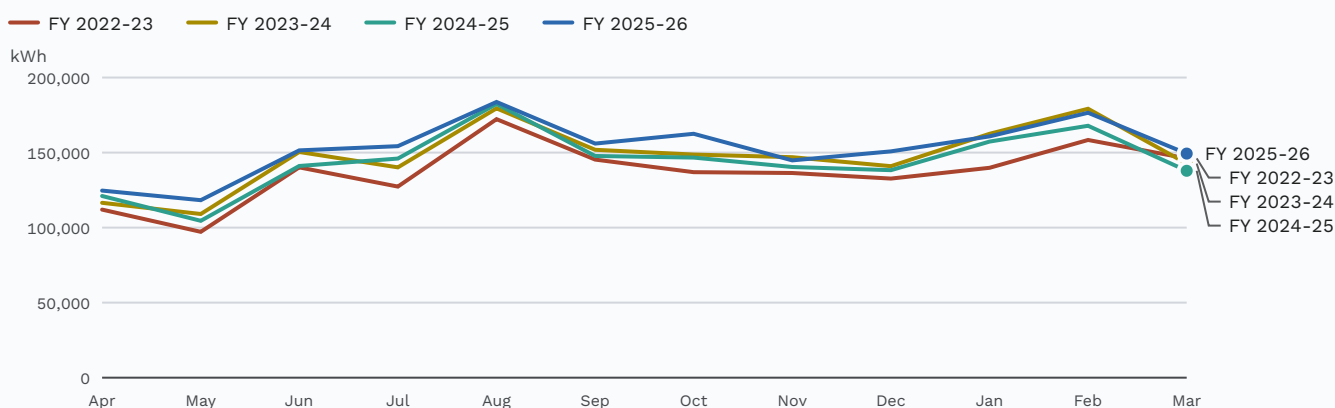
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	111,955.2	116,549.5	121,094.2	124,710
May	97,174.6	109,130.0	104,478.6	118,315
June	140,125.8	150,464.3	141,022.5	151,435
July	127,371.8	140,085.9	145,954.7	154,330
August	172,300.4	179,400.5	182,460.8	183,740
September	145,283.0	151,810.7	147,794.6	155,960
October	136,951.5	148,687.3	146,654.3	162,585
November	136,416.9	146,872.1	140,364.9	144,780
December	132,732.6	140,868.9	138,290.3	150,810
January	139,903.0	162,478.6	157,394.9	160,850
February	158,448.0	179,134.3	167,926.9	176,575
March	146,095.5	142,657.1	137,817.3	149,355
Year	1,644,758.3	1,768,139.2	1,731,254.0	1,833,445

Grid electricity in kWh by month; April to March of each year.

Figure 102

Grid electricity peaked in August in FY 2025-26, at 183,740 kWh.

Grid electricity by month, kWh, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.6.

Table 35.7

Solar electricity by month, kWh, FY 2022-23 to FY 2025-26

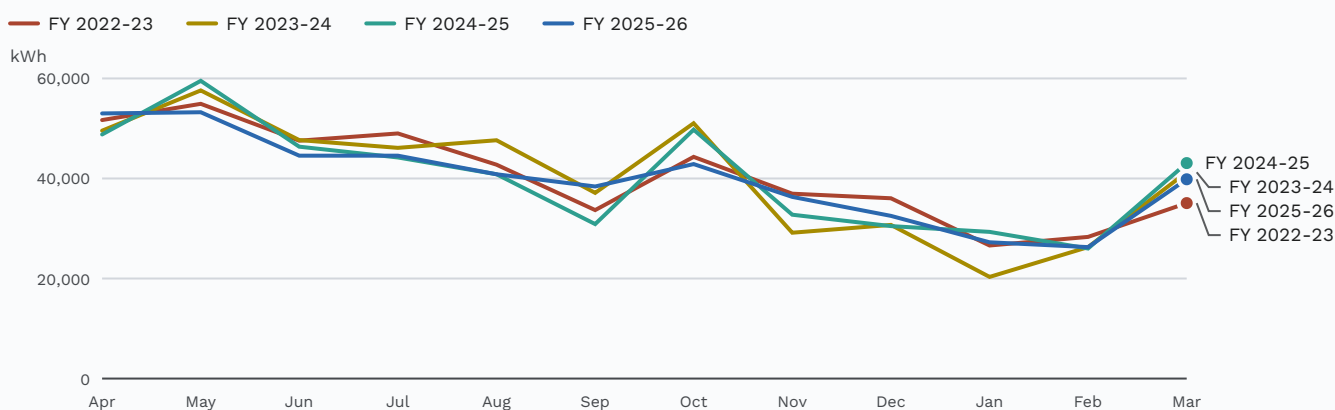
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	51,679.2	49,563.2	48,819.4	53,013.5
May	54,917.3	57,616.9	59,523.7	53,225.5
June	47,565.7	47,691.2	46,375.5	44,576.5
July	48,983.4	46,101.3	44,211.0	44,576.5
August	42,745.2	47,634.1	40,836.8	40,838.1
September	33,661.4	37,110.0	30,869.9	38,391.7
October	44,336.5	51,029.2	49,774.8	42,872.8
November	36,979.1	29,150.0	32,759.9	36,302.3
December	36,051.5	30,725.3	30,479.5	32,506.6
January	26,600.0	20,338.5	29,328.7	27,222.6
February	28,327.3	26,270.1	26,015.6	26,281.9
March	35,073.5	41,255.7	43,068.3	39,844.8
Year	486,920.1	484,485.5	482,063.1	479,652.8

Rooftop solar electricity in kWh by month; April to March of each year.

Figure 103

Solar electricity was highest in May, at 53,225.5 kWh, and lowest in February, at 26,281.9 kWh.

Solar electricity by month, kWh, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.7.

Table 35.8

Electricity used by month, kWh, FY 2022-23 to FY 2025-26

MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	163,634.4	166,112.7	169,913.6	177,723.5
May	152,091.9	166,746.9	164,002.3	171,540.5
June	187,691.5	198,155.5	187,398.0	196,011.5
July	176,355.2	186,187.2	190,165.7	198,906.5
August	215,045.6	227,034.6	223,297.6	224,578.1
September	178,944.4	188,920.7	178,664.5	194,351.7

Table 35.8 continues on the next page

Table 35.8, continued

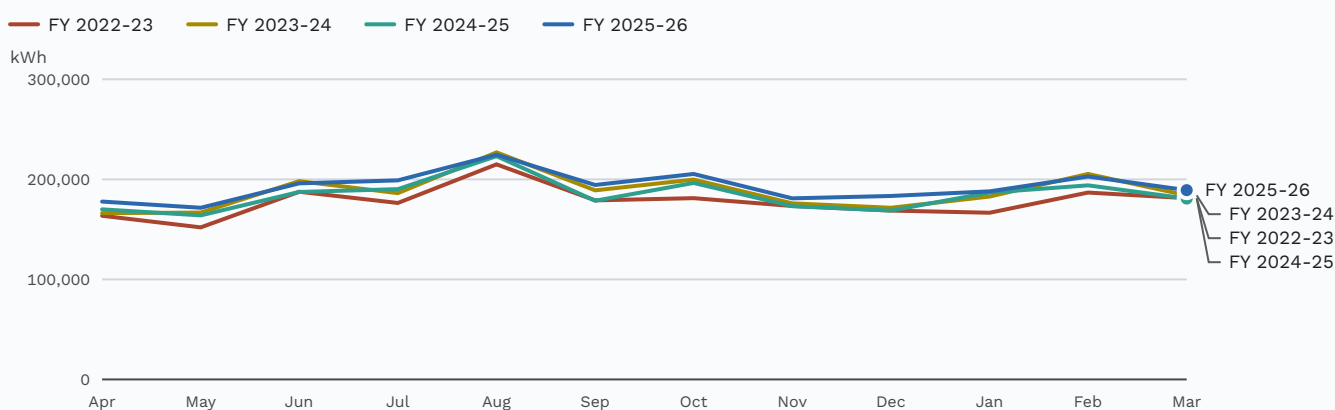
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
October	181,288.0	199,716.5	196,429.1	205,457.8
November	173,396.0	176,022.1	173,124.8	181,082.3
December	168,784.1	171,594.2	168,769.8	183,316.6
January	166,503.0	182,817.1	186,723.6	188,072.6
February	186,775.3	205,404.4	193,942.5	202,856.9
March	181,169.0	183,912.8	180,885.6	189,199.8
Year	2,131,678.4	2,252,624.7	2,213,317.1	2,313,097.8

Electricity used, grid and solar, in kWh by month; April to March of each year.

Figure 104

Electricity used peaked in August in FY 2025-26, at 224,578.1 kWh.

Electricity used by month, kWh, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.8.

Groundwater by month

The monthly draw lay between 29 KL and 34 KL in FY 2025-26 and between 27 KL and 31 KL in FY 2022-23 (Table 35.9). The borewell meter moved from 12,448 to 12,823 over FY 2025-26 (Table 35.10).

Table 35.9

Groundwater drawn by month, KL, FY 2022-23 to FY 2025-26

MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	29	30	31	32
May	29	32	31	33
June	33	35	32	34
July	29	31	31	33
August	30	31	31	31
September	29	31	29	32
October	26	28	28	29
November	29	29	29	30
December	27	27	27	29
January	27	29	30	30

Table 35.9 continues on the next page

Table 35.9, continued

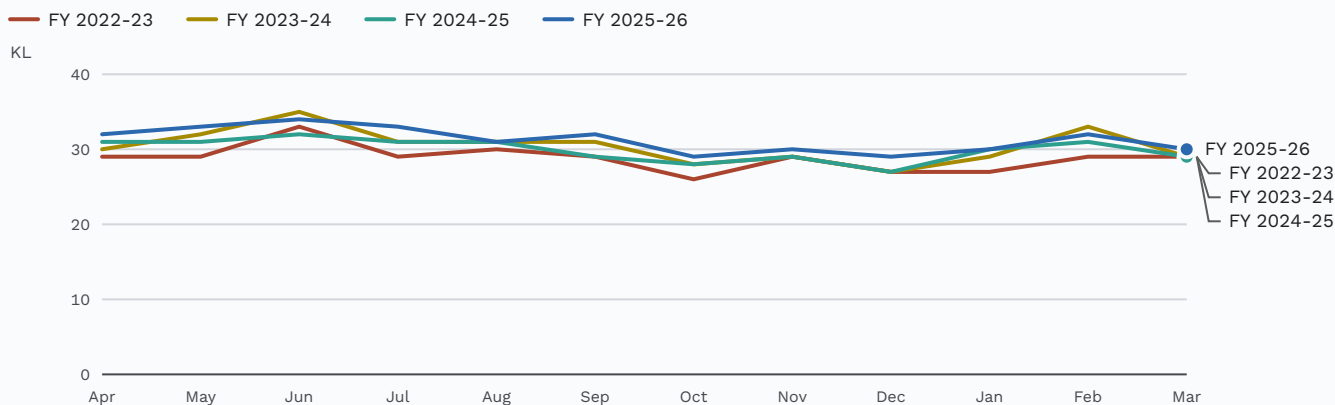
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
February	29	33	31	32
March	29	29	29	30
Year	346	365	359	375

Groundwater drawn in KL by month; April to March of each year.

Figure 105

Groundwater drawn peaked in June in FY 2025-26, at 34 KL.

Groundwater drawn by month, KL, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.9.

Table 35.10

Borewell meter readings and groundwater drawn by month, FY 2025-26

MONTH	OPENING METER READING	CLOSING METER READING	GROUNDWATER DRAWN, KL
April 2025	12,448	12,480	32
May 2025	12,480	12,513	33
June 2025	12,513	12,547	34
July 2025	12,547	12,580	33
August 2025	12,580	12,611	31
September 2025	12,611	12,643	32
October 2025	12,643	12,672	29
November 2025	12,672	12,702	30
December 2025	12,702	12,731	29
January 2026	12,731	12,761	30
February 2026	12,761	12,793	32
March 2026	12,793	12,823	30
FY 2025-26	12,448	12,823	375

Readings of the borewell meter at the start and close of each month; the draw is the meter's alone.

Canteen LPG

Canteen LPG ran from 57 kg in April and December to 133 kg in July in FY 2025-26, and came to 1,007 kg for the year (Table 35.11). The canteen took 53 cylinders in FY 2025-26, from three to seven a month (Table 35.12).

Table 35.11

Canteen LPG by month, kg, FY 2022-23 to FY 2025-26

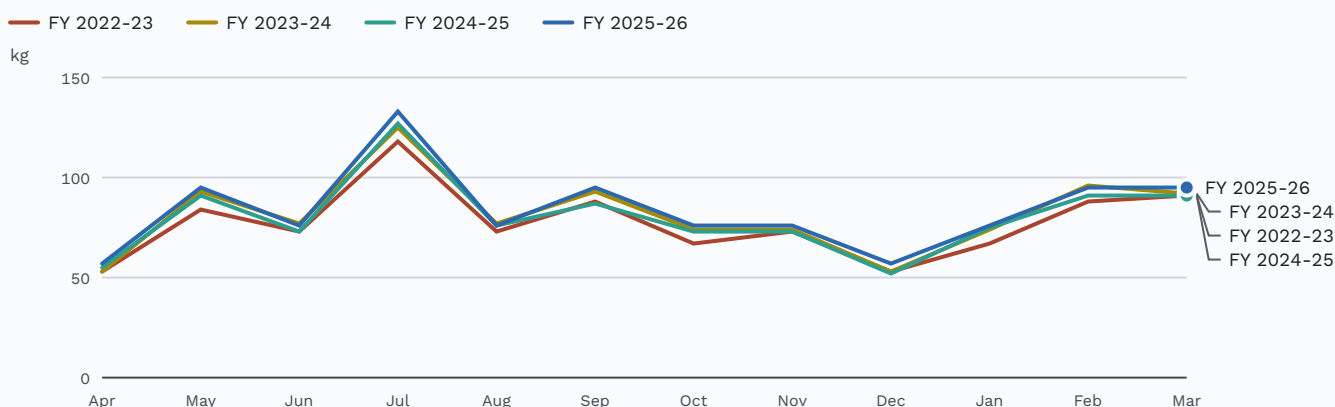
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	53	53	55	57
May	84	93	91	95
June	73	77	73	76
July	118	125	127	133
August	73	77	76	76
September	88	93	87	95
October	67	74	73	76
November	73	74	73	76
December	53	53	52	57
January	67	74	75	76
February	88	96	91	95
March	91	92	91	95
Year	928	981	964	1,007

Canteen LPG in kg by month; April to March of each year.

Figure 106

Canteen LPG peaked in July in FY 2025-26, at 133 kg.

Canteen LPG by month, kg, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.11.

Table 35.12

Canteen LPG cylinders by month, FY 2025-26

MONTH	LPG CYLINDERS OF 19 KG
April 2025	3
May 2025	5
June 2025	4

Table 35.12 continues on the next page

Table 35.12, continued

MONTH	LPG CYLINDERS OF 19 KG
July 2025	7
August 2025	4
September 2025	5
October 2025	4
November 2025	4
December 2025	3
January 2026	4
February 2026	5
March 2026	5
FY 2025-26	53

CNG and PU

The two CNG tempos took 2,218.66 kg of CNG in FY 2025-26 and 1,683.96 kg in FY 2024-25, with the most in July of FY 2025-26, 271.26 kg (Table 35.13). PU used in production ran from 29,487.5 kg in April to 65,224.9 kg in September in FY 2025-26 (Table 35.14).

Table 35.13

CNG for our two tempos by month, kg, FY 2022-23 to FY 2025-26

MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	155.80	158.89	122.88	169.08
May	153.19	168.74	120.91	172.65
June	187.27	198.63	100.34	195.42
July	240.69	255.30	119.99	271.26
August	224.04	237.64	133.94	233.79
September	231.69	245.76	139.60	251.45
October	135.44	149.91	153.64	153.38
November	126.25	128.76	134.66	131.74
December	172.79	176.48	178.61	187.52
January	139.22	131.49	174.17	157.14
February	116.17	123.62	157.84	126.07
March	162.10	80.49	147.38	169.16
Year	2,044.65	2,055.71	1,683.96	2,218.66

CNG for our two tempos in kg by month; April to March of each year.

Table 35.14

PU used in production by month, kg, FY 2022-23 to FY 2025-26

MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	27,170.1	27,549.1	28,223.5	29,487.5
May	51,613	56,520	55,676	58,170
June	54,598.5	57,574.6	54,533.9	56,976.3
July	55,714	58,750	60,099	62,791

Table 35.14 continues on the next page

Table 35.14, continued

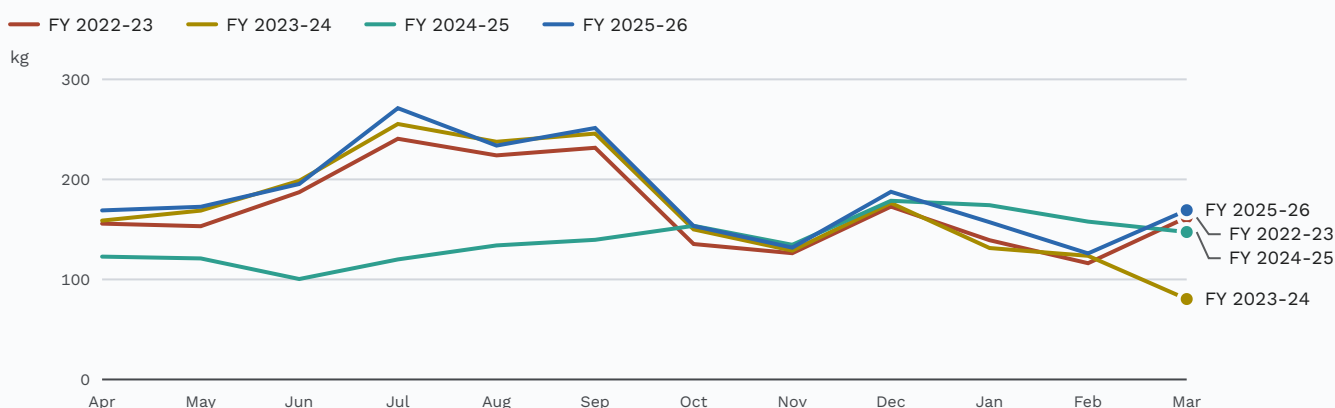
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
August	50,182.1	52,917.4	52,127.6	52,367.5
September	60,099.0	63,374.8	60,027.9	65,224.9
October	44,017.3	48,434.8	47,711.9	49,848.7
November	59,586	60,417	59,516	62,181
December	51,706.88	52,505.79	51,722.18	56,117.06
January	53,049.50	58,178.68	59,514.66	59,877.16
February	59,668.26	65,542.26	61,981.53	64,757.48
March	50,635.08	51,341.37	50,575.15	52,840.24
Year	618,039.72	653,105.80	641,709.32	670,638.84

PU used in production in kg by month; April to March of each year.

Figure 107

CNG for our two tempos peaked in July in FY 2025-26, at 271.26 kg.

CNG for our two tempos by month, kg, April to March, FY 2022-23 to FY 2025-26.



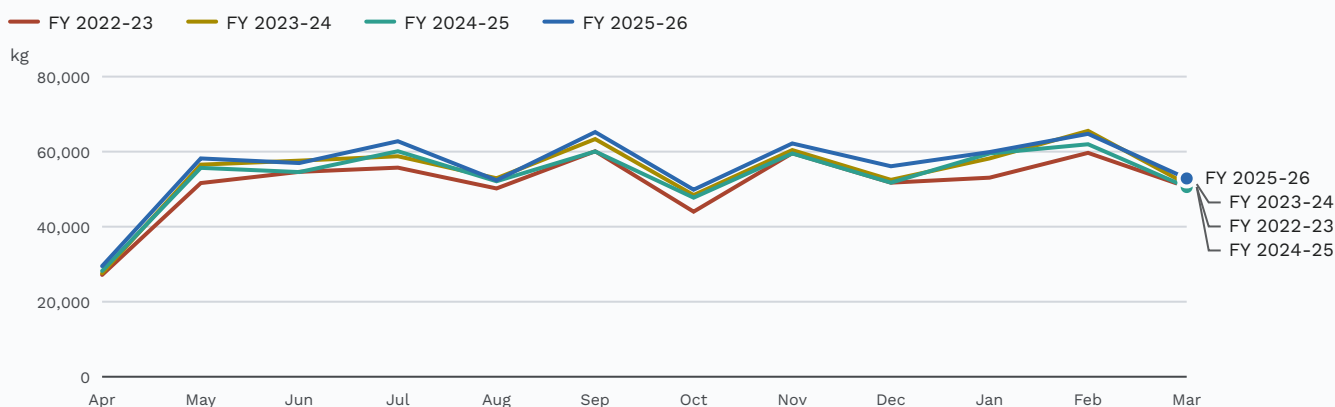
One line a year, April to March. Each month is the table's figure.

Source: Table 35.13.

Figure 108

PU used in production peaked in September in FY 2025-26, at 65,224.9 kg.

PU used in production by month, kg, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.14.

35.5 Waste by month, FY 2022-23 to FY 2025-26

Paper, carton and leather

In FY 2025-26 paper ran from 68 kg in July to 101 kg in June, carton from 175 kg in April to 235 kg in September, and leather cuttings from 265 kg in October to 342 kg in May (Tables 35.15, 35.16 and 35.17).

Table 35.15

Paper waste by month, kg, FY 2022-23 to FY 2025-26

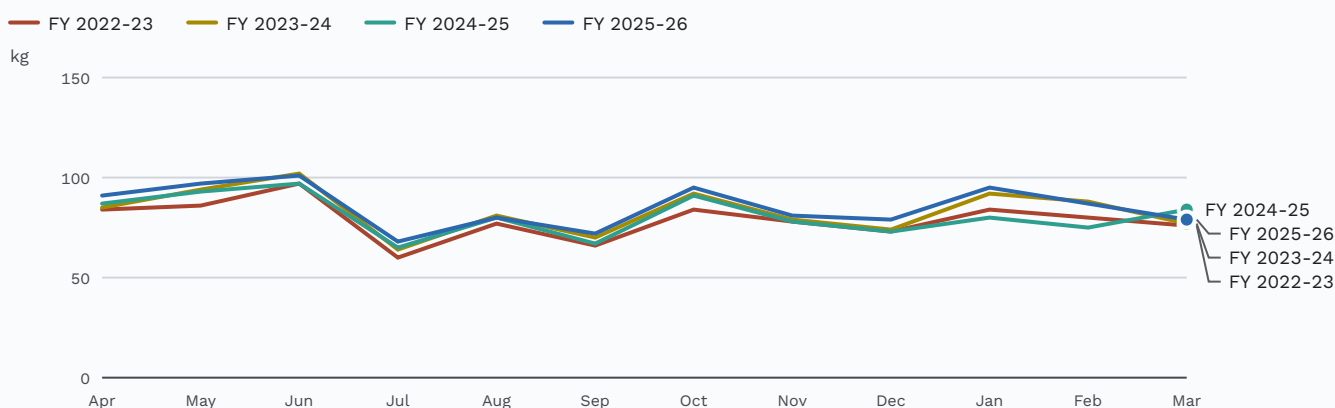
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	84	85	87	91
May	86	94	93	97
June	97	102	97	101
July	60	64	65	68
August	77	81	80	80
September	66	70	67	72
October	84	92	91	95
November	78	79	78	81
December	73	74	73	79
January	84	92	80	95
February	80	88	75	87
March	76	77	84	79
Year	945	998	970	1,025

Paper waste in kg by month; April to March of each year.

Figure 109

Paper waste peaked in June in FY 2025-26, at 101 kg.

Paper waste by month, kg, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.15.

Table 35.16

Carton waste by month, kg, FY 2022-23 to FY 2025-26

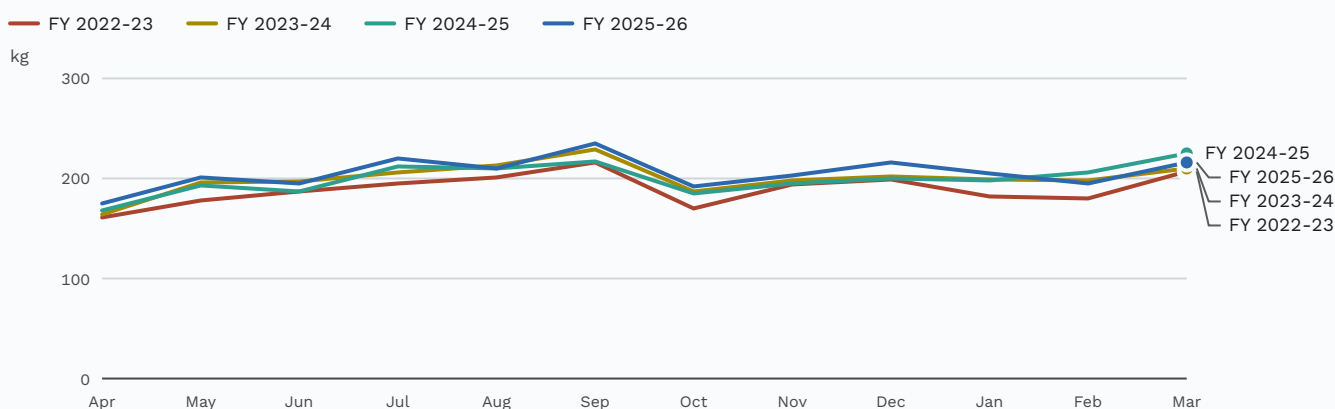
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	161	164	168	175
May	178	196	193	201
June	187	197	187	195
July	195	206	212	220
August	201	213	210	210
September	216	229	217	235
October	170	187	185	192
November	194	198	195	203
December	199	202	200	216
January	182	199	198	205
February	180	198	206	195
March	207	210	225	216
Year	2,270	2,399	2,396	2,463

Carton waste in kg by month; April to March of each year.

Figure 110

Carton waste peaked in September in FY 2025-26, at 235 kg.

Carton waste by month, kg, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.16.

Table 35.17

Leather cuttings by month, kg, FY 2022-23 to FY 2025-26

MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	304	309	316	330
May	303	333	327	342
June	292	309	292	305
July	257	272	277	290
August	260	275	271	272
September	290	307	290	315
October	234	258	254	265

Table 35.17 continues on the next page

Table 35.17, continued

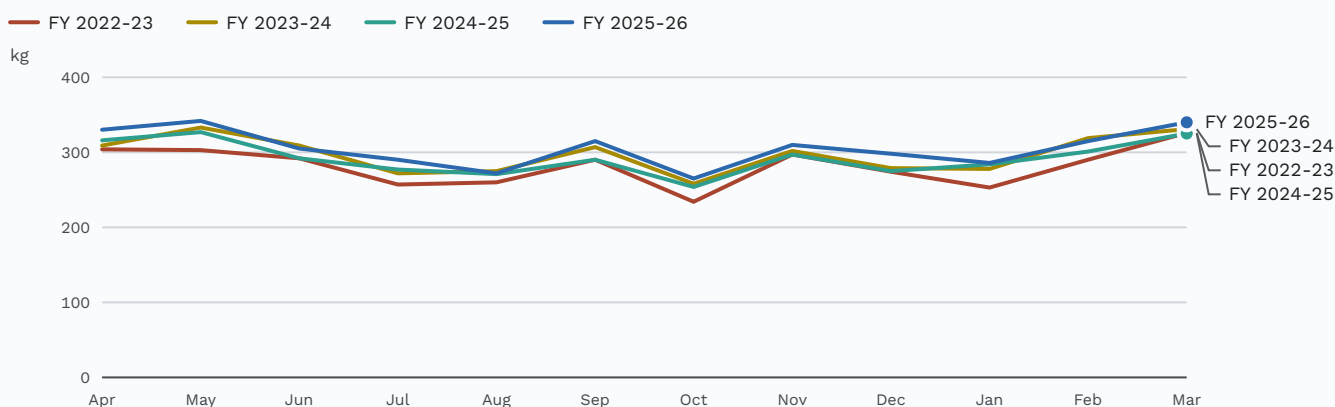
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
November	297	302	297	310
December	274	279	275	298
January	253	278	284	286
February	290	319	301	315
March	326	331	325	340
Year	3,380	3,572	3,509	3,668

Leather cuttings in kg by month; April to March of each year.

Figure 111

Leather cuttings peaked in May in FY 2025-26, at 342 kg.

Leather cuttings by month, kg, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.17.

Total waste by month

Monthly total waste in FY 2025-26 ran from 5,192.5 kg in March to 9,766.1 kg in October, and came to 100,680.5 kg. It stands beside the streams above and is not added to them (Table 35.18).

Table 35.18

Total waste by month, kg, FY 2022-23 to FY 2025-26

MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
April	7,200.84	7,309.71	7,467.84	7,807.42
May	7,522.37	8,246.98	8,101.34	8,469.72
June	8,471.87	8,943.94	8,448.07	8,832.21
July	7,403.72	7,816.27	7,973.55	8,336.12
August	9,310.1	9,828.9	9,655.3	9,706.1
September	8,537.1	9,012.8	8,513.1	9,256.2
October	8,632.0	9,509.3	9,341.3	9,766.1
November	8,547.0	8,676.3	8,523.0	8,910.6
December	8,752.2	8,897.7	8,740.6	9,489.5
January	8,228.5	9,034.5	9,216.3	9,278.5
February	5,197.7	5,715.9	5,390.4	5,635.5

Table 35.18 continues on the next page

Table 35.18, continued

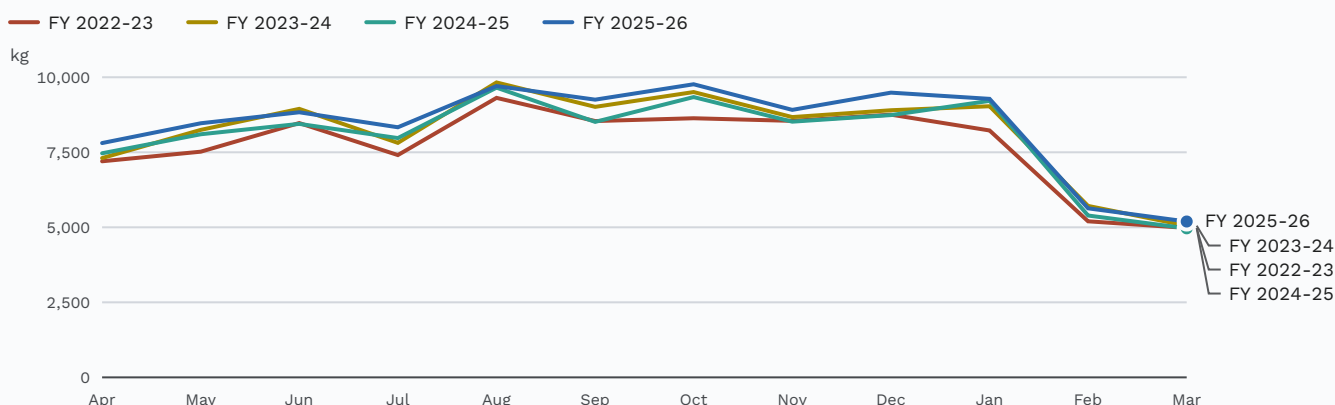
MONTH	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
March	4,980.6	5,056.0	4,966.6	5,192.5
Year	92,784.0	98,048.3	96,337.4	100,680.5

Total waste in kg by month; April to March of each year. Total waste is not added to the paper, carton and leather streams. Figures may not add to the total because of rounding.

Figure 112

Total waste peaked in October in FY 2025-26, at 9,766.1 kg.

Total waste by month, kg, April to March, FY 2022-23 to FY 2025-26.



One line a year, April to March. Each month is the table's figure.

Source: Table 35.18.

Hazardous waste dispatches

The company's records hold 14 hazardous waste dispatches from July 2022 to March 2026: three in FY 2022-23, three in FY 2023-24, four in FY 2024-25 and four in FY 2025-26. Tables 35.19 and 35.20 give each on its date. The dispatches of December 2024 and June 2025 are recorded by month. The November 2025 dispatch held 2 litres of used oil, and the March 2026 dispatch held 68.5 kg of contaminated cotton rags.

Table 35.19

Hazardous waste by dispatch, oil, chemical, rags and lamps, July 2022 to March 2026

DISPATCH	USED OR SPENT OIL, LITRES	WASTE CHEMICAL, KG	CONTAMINATED COTTON RAGS, KG	FLUORESCENT AND OTHER MERCURY LAMPS, KG
20 July 2022	0	0	6	6
6 December 2022	10	0	3	3
4 March 2023	7	0	5	2
11 August 2023	19	0	4.95	5
23 December 2023	19	1	7	3
18 March 2024	10	2	3	2
17 June 2024	5	0	10	3
12 September 2024	5	3	2	0

Table 35.19 continues on the next page

Table 35.19, continued

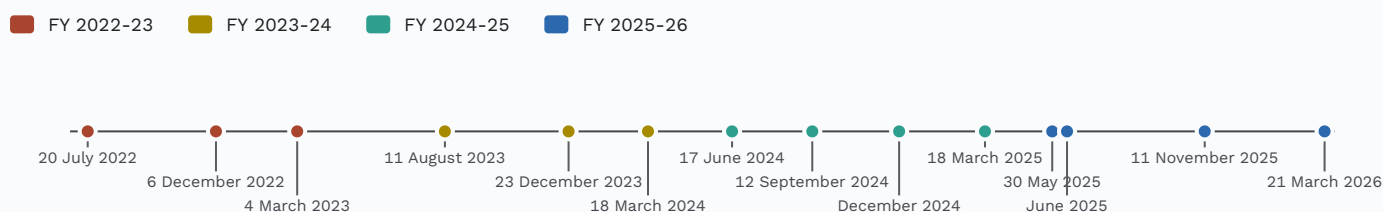
DISPATCH	USED OR SPENT OIL, LITRES	WASTE CHEMICAL, KG	CONTAMINATED COTTON RAGS, KG	FLUORESCENT AND OTHER MERCURY LAMPS, KG
December 2024	15	0	10	5
18 March 2025	35	0	3	5
30 May 2025	15	0	2.5	4.5
June 2025	15	15	2.5	4.5
11 November 2025	2	10	3.5	5
21 March 2026	25	21	68.5	8.1

Every hazardous waste dispatch of the four years, on its date; a dispatch recorded by month shows the month. Broken needles, e-waste and drums follow in the next table.

Figure 113

Hazardous waste went out on three or four dated dispatches a year between July 2022 and March 2026.

Hazardous waste dispatches by date, July 2022 to March 2026.



One dot is one dispatch, in the colour of its financial year. A dispatch recorded by month sits mid-month on the axis. Quantities are in Tables 35.19 and 35.20.

Source: Tables 35.19 and 35.20.

Table 35.20

Hazardous waste by dispatch, needles, e-waste and drums, July 2022 to March 2026

DISPATCH	BROKEN NEEDLES, KG	E-WASTE, KG	EMPTY DRUMS AND CONTAINERS, KG
20 July 2022	1	1	0
6 December 2022	1	2	0
4 March 2023	0	0	0
11 August 2023	1.8	0	0
23 December 2023	1	5	2
18 March 2024	1	3	5
17 June 2024	0	0	5
12 September 2024	2	5	0
December 2024	0	7	0
18 March 2025	2	3	4
30 May 2025	10	4.5	15
June 2025	10	4.5	5
11 November 2025	23.9	14	10.8
21 March 2026	3.5	6	12

The same dispatches as the previous table, for the remaining three streams.

35.6 The working environment

pressor room 72.4 dB(A), against 90.0 dB(A) (Table 35.21). We hold no earlier round of work-zone noise.

Noise by location

An external laboratory measured work-zone noise in March 2026. Cutting read 71.2 dB(A) and the com-

Work-zone air

An external laboratory measured work-zone air on 20 December 2024, 24 June 2025, 25 December 2025 and 14 March 2026. In March 2026, work-zone SPM read from 0.62 mg/m³ in the Desma area to 1.16 mg/m³ in the first floor preparation and fitter area (Table 35.22). On 20 December 2024, SPM at five locations read from 0.12 mg/m³ in Building 3 to 0.19 mg/m³ on the ground floor, with SO₂, NO₂, oxygen and carbon monoxide beside it (Table 35.23).

Table 35.21

Work-zone noise by location, March 2026

LOCATION	NOISE LEVEL, DB(A)	LIMIT, DB(A)
Cutting	71.2	90.0
Compressor room	72.4	90.0

Work-zone readings of March 2026 by an external laboratory; the limit is for an eight hour exposure.

Table 35.22

Work-zone air by location, March 2026

LOCATION	READINGS, MG/M3
Ground floor, cutting and bottom	SO ₂ 0.019; NO ₂ 0.029; SPM 0.72
Building 3, ground floor, bottom	SO ₂ 0.013; NO ₂ 0.028; SPM 0.86
Building 3, first floor, fitter	SO ₂ 0.021; NO ₂ 0.036; SPM 0.93
First floor, preparation and fitter	SO ₂ 0.025; NO ₂ 0.02; SPM 1.16
Second floor, fitter and bottom	SO ₂ 0.016; NO ₂ 0.02; SPM 0.98
Desma	SO ₂ 0.008; NO ₂ 0.017; SPM 0.62

Work-zone readings of March 2026 by an external laboratory, not source emissions; each location lists the readings taken.

Table 35.23

Work-zone air by location, December 2024

LOCATION	SPM, MG/M3	SO ₂ , PPM	NO ₂ , PPM	O ₂ , %	CO, PPM
Basement, Desma and packing	0.14	0.019	0.033	19.7	23
Ground floor, cutting and bottom	0.19	0.025	0.041	20.0	24
Building 3, cutting and bottom	0.12	0.021	0.032	20.2	21
First floor, preparation and fitter	0.16	0.014	0.037	20.1	20
Second floor, fitter and bottom	0.17	0.018	0.029	19.9	18

Work-zone readings of 20 December 2024 by an external laboratory, not source emissions.

Generator set noise

An external laboratory measured the three generator sets in December 2024, June 2025, December 2025 and March 2026 (Table 35.24). In December 2024 and June 2025 the measure was insertion loss, against a requirement of above 25 dB(A); in December 2024 the closed-canopy reading at 1.0 m was also taken, from 36.5 to 61.5 dB(A). In December 2025 and March 2026 the measure was the closed-canopy reading at 1.0 m, against a limit of 75 dB(A). In March 2026 the closed-canopy readings were 71.9 to 72.8 dB(A), and no set exceeded its limit in any round. The two measures differ and are not one series.

Table 35.24

Generator set noise by round

ROUND	GENERATOR SET	READING, DB(A)	LIMIT OR REQUIREMENT, DB(A)
December 2024, insertion loss	62.5 kVA	26.0	Above 25
December 2024, insertion loss	380 kVA	26.2	Above 25
December 2024, insertion loss	400 kVA	25.8	Above 25
December 2024, closed canopy at 1.0 m	62.5 kVA	36.5	75
December 2024, closed canopy at 1.0 m	380 kVA	56.4	75
December 2024, closed canopy at 1.0 m	400 kVA	61.5	75
June 2025, insertion loss	62.5 kVA	26.1	Above 25
June 2025, insertion loss	380 kVA	26.7	Above 25
June 2025, insertion loss	400 kVA	26.4	Above 25
December 2025, closed canopy at 1.0 m	62.5 kVA	68.1	75
December 2025, closed canopy at 1.0 m	380 kVA	59.8	75
December 2025, closed canopy at 1.0 m	400 kVA	70.5	75
March 2026, closed canopy at 1.0 m	62.5 kVA	71.9	75
March 2026, closed canopy at 1.0 m	380 kVA	72.8	75
March 2026, closed canopy at 1.0 m	400 kVA	72.6	75

Single readings by an external laboratory; no set exceeded its limit in any round.

Ambient air

An external laboratory sampled ambient air near the main gate over 24 hours in December 2024, June 2025, December 2025 and March 2026, against the CPCB limits (Table 35.25). In December 2025, PM_{2.5} at 97.1 µg/m³ was above the limit of 60 and PM₁₀ at 142.4 µg/m³ was above the limit of 100. All other readings were within the limits. Section 17 sets out the air and noise monitoring.

Table 35.25

Ambient air near the main gate by round

PARAMETER, µG/M3 UNLESS STATED	CPCB LIMIT	DECEMBER 2024	JUNE 2025	DECEMBER 2025	MARCH 2026
PM _{2.5}	60	58.7	49.5	97.1	54.4
PM ₁₀	100	98.2	72.0	142.4	96.2
SO ₂	80	14.9	24.45	28.3	23.6
NO ₂	80	28.6	38.6	43.9	38.1
O ₃ , 1 hour limit	180 <10		29.6	26.5	31.4

Table 35.25 continues on the next page

Table 35.25, continued

PARAMETER, µG/M3 UNLESS STATED	CPCB LIMIT	DECEMBER 2024	JUNE 2025	DECEMBER 2025	MARCH 2026
NH3	400	<20	19.5	21.0	24.5
CO, mg/m3, 1 hour limit	4	1.48	1.14	Below the limit of quantification	Below the limit of quantification
Lead, nickel, arsenic, benzene and benzo(a)pyrene	CPCB limits for each	Below the limit of quantification	Below the limit of quantification	Below the limit of quantification	Below the limit of quantification

Ambient air near the main gate, 24-hour samples by an external laboratory; the December 2024 round was on 20 December 2024. December 2025 PM2.5 and PM10 are above the limits.

Stack test

An external laboratory tested the stack of the 400 kVA generator set on 13 April 2023, the only stack round we hold. Oxides of nitrogen read 0.345 g/kWh and particulate matter 0.152 g/kWh (Table 35.26).

Table 35.26

Stack emissions of the 400 kVA generator set, April 2023

PARAMETER	UNIT	13 APRIL 2023
Particulate matter	g/kWh	0.152
Sulphur dioxide	g/kWh	0.068
Oxides of nitrogen	g/kWh	0.345
Hydrocarbon	g/kWh	0.032
Carbon monoxide	g/kWh	0.254
Quantity of emission	Nm3 an hour	1,501.92
Fuel consumed	litres an hour	70.0

Stack test of the 400 kVA generator set by an external laboratory, the only round we hold.

35.7 Pairs by month, FY 2025-26

Pairs by month

The pairs we made in each month of FY 2025-26 are in Table 35.27.

Table 35.27

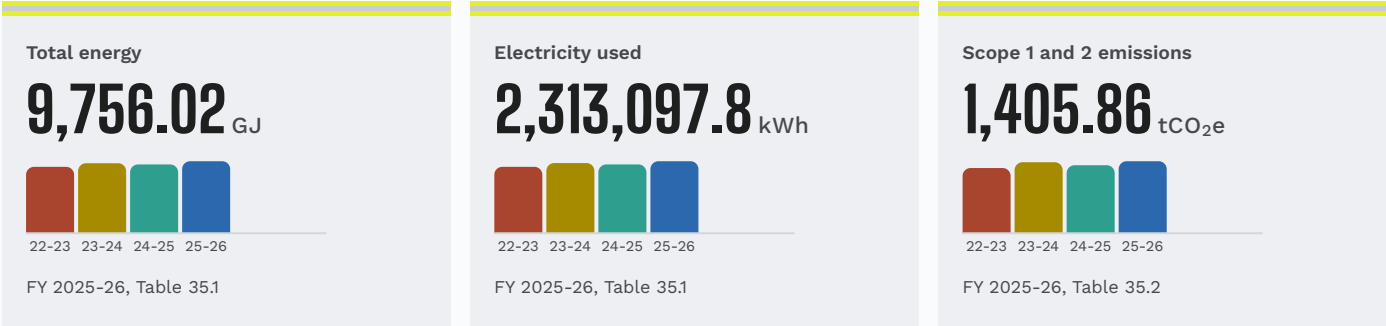
Pairs by month, FY 2025-26

MONTH	PAIRS
April 2025	81,461
May 2025	120,775
June 2025	105,045
July 2025	160,267
August 2025	105,765
September 2025	136,056
October 2025	111,493
November 2025	127,381
December 2025	104,432

Table 35.27 continues on the next page

Table 35.27, continued

MONTH	PAIRS
January 2026	115,891
February 2026	130,912
March 2026	147,387
FY 2025-26	1,446,865



37

Appendix C: Glossary and abbreviations

This glossary explains the abbreviations, units and terms used across our FY 2025-26 sustainability report.

Reference | NGRBC Principle 1

37.1 Abbreviations

Names and gases

Table 37.1 expands each abbreviation once. Chemical formulae keep their usual form, so CO₂ is carbon di-

oxide, CH₄ methane and N₂O nitrous oxide, and the same letters appear in the emission tables of Appendix B.

Table 37.1

Abbreviations

ABBREVIATION	MEANING
AR6	Sixth Assessment Report of the IPCC
BIPM	International Bureau of Weights and Measures
BRSR	Business Responsibility and Sustainability Reporting, the Indian disclosure format built on the NGRBC
CEA	Central Electricity Authority, Government of India
CH ₄	Methane
CNG	Compressed natural gas
CO ₂	Carbon dioxide
EPIP	Export Promotion Industrial Park
GHG	Greenhouse gas
GRI	Global Reporting Initiative
ILO	International Labour Organization
IPCC	Intergovernmental Panel on Climate Change
LPG	Liquefied petroleum gas
MoSPI	Ministry of Statistics and Programme Implementation, Government of India
N ₂ O	Nitrous oxide
NGRBC	National Guidelines on Responsible Business Conduct
NO ₂	Nitrogen dioxide
PPAC	Petroleum Planning and Analysis Cell, Ministry of Petroleum and Natural Gas
PPE	Personal protective equipment
PU	Polyurethane
SA8000	Social Accountability International's standard for decent work, which our social management system follows

Table 37.1 continues on the next page

Table 37.1, continued

ABBREVIATION	MEANING
SDG	Sustainable Development Goal of the United Nations
SO ₂	Sulphur dioxide
SPM	Suspended particulate matter

37.2 Units

Units in use

Electricity is reported in kWh as we measure it each month, and energy from every source in GJ, so that

electricity and fuel can be added. Fuel masses are in tonnes, water in KL and waste in kg or litres, as we weigh or measure each stream. Greenhouse gases are in tCO₂e, which states CH₄ and N₂O as the mass of CO₂ with the same warming effect, and noise and air are in dB(A) and mg/m³ (Table 37.2).

Table 37.2

Units

UNIT	MEANING
dB(A)	Decibels, A-weighted: sound level weighted to the response of the human ear
GJ	Gigajoule, one thousand megajoules
kg	Kilogram
KL	Kilolitre, one thousand litres
kVA	Kilovolt-ampere, the rating of a generator set
kW	Kilowatt, the rating of the rooftop solar plant
kWh	Kilowatt-hour of electricity
mg/m ³	Milligrams per cubic metre of air
MWh	Megawatt-hour, one thousand kWh
t	Tonne, one thousand kilograms
tCO ₂ e	Tonnes of carbon dioxide equivalent
TJ	Terajoule, one thousand GJ

37.3 Terms

Emissions terms

Scope 1 and Scope 2 are counted under operational control. Scope 1 is the greenhouse gas from fuel we burn, and Scope 2 is the greenhouse gas from the grid electricity we use, at the average factor of the Indian grid.

Waste and the working environment

A dispatch weight is the amount of a stream sent out on a dated dispatch, which differs from the amount a

process generates. A work-zone reading is taken where people work, so it describes the working environment rather than an emission from a stack or vent (Table 37.3).

Terms of our social management system

The hierarchy of control and the social performance team are terms of the system that governs how we manage workplace risk and worker concerns. The entries give each term as we apply it.

Table 37.3

Terms as this report uses them

TERM	MEANING IN THIS REPORT
Operational control	The boundary approach under which a company reports the sources it operates; this report applies it to Euro Safety Footwear (India) Limited alone, through the three fuels and the grid electricity used
Scope 1	Greenhouse gases released by fuels the company burns: diesel in its generator sets, LPG in its canteen and CNG in its two tempos
Scope 2, location-based	Greenhouse gases from grid electricity, at the average factor of the Indian grid
Emission factor	The mass of a gas released per unit of energy or electricity
Net calorific value	The heat a fuel releases when burnt, less the heat held in the water vapour formed
Global warming potential	The warming effect of a tonne of a gas over a century, relative to a tonne of CO ₂
Rooftop solar electricity	Electricity from the company's own solar plant, used on site
Groundwater drawn through the borewell meter	The volume the borewell meter shows between its opening and closing readings
Dispatch weight	The amount of a waste stream sent out on a dated dispatch
Work-zone reading	A noise or air reading taken where people work, not at a stack or vent
Hierarchy of control	The order in which we apply risk controls: elimination, substitution, isolation, engineering controls, administrative controls and personal protective equipment
Social performance team	The team, with balanced representation of workers and management, that implements the standard, assesses risks of non-conformance in writing and supports internal audits

38 Assurance statement

To the Board of Directors of Euro Safety Footwear (India) Limited

Youniformity Consulting Pvt. Ltd. (“we”) was engaged by Euro Safety Footwear (India) Limited (“the Company”) to perform a reasonable assurance engagement on selected sustainability information in the Company’s Sustainability Report FY 2025–26 (“the Report”) for the year 1 April 2025 to 31 March 2026. The Report covers the Company alone, under operational control, at its premises in EPIP Shastripuram, Agra, Uttar Pradesh. This statement is to be placed in Section 38 of the Report.

Our engagement covered only the selected information listed below for FY 2025-26. We did not assure any other information in the Report, including figures for FY 2022-23, FY 2023-24 and FY 2024-25, narrative statements, targets, forward-looking statements, the GRI content index or the framework alignment tables.

Selected information

The selected information is the FY 2025-26 figures below, as reported in the tables named.

Table 38.1

Selected information, FY 2025-26

INDICATOR	FY 2025-26 AS REPORTED	LOCATION IN THE REPORT
Grid electricity	1,833,445 kWh	Table 8.1; Section 16
Rooftop solar electricity	479,652.8 kWh	Table 8.1; Section 16
Diesel used by the three generator sets	35,593.85 litres	Table 8.1; Section 36.3
Canteen LPG	1.01 t (53 cylinders of 19 kg)	Table 8.1; Section 36.3
CNG for two tempos	2.22 t	Table 8.1; Section 36.3
Energy within the company	9,756.02 GJ	Table 8.1; Section 36.7
Scope 1 GHG emissions	104.11 tCO ₂ e	Tables 8.2 and 36.10
Scope 2 GHG emissions, location-based	1,301.75 tCO ₂ e	Table 8.2; Section 36.7
Groundwater drawn through the borewell meter	375 KL	Tables 8.3 and 17.3
Polyurethane (PU) used in production	670,638.84 kg	Section 18; Appendix A
Total waste	100,680.5 kg	Table 8.3
Paper, carton and leather cuttings dispatched	1,025 kg; 2,463 kg; 3,668 kg	Tables 8.3 and 18.8
Hazardous waste dispatched, by stream	4 dispatches; streams as listed	Tables 18.9 and 18.10
Workforce on site at the November 2025 audit	765 (560 employees, 205 agency)	Table 19.2
Lowest monthly wage paid against the statutory minimum, from 1 October 2025	INR 11,025 against INR 11,021 (unskilled)	Table 19.8

Reporting criteria

The selected information was assessed against the Company’s basis of preparation in Appendix B of the Report (Sections 36.1 to 36.8), read together with the GRI Standards 2021 (with reference), and, for greenhouse gas emissions, the GHG Protocol Corporate Accounting and Reporting Standard on

which the Report’s Scope 1 and Scope 2 definitions and operational control boundary are based. Emission factors, calorific values, densities and global warming potentials are those stated in Tables 36.5 to 36.8.

Under that basis, Scope 1 covers diesel for the three generator sets, canteen LPG and CNG for two

tempos. Fuel for the worker buses, senior staff cars and forklift, and refrigerant, are outside the reported boundary, as the Company discloses in Section 36.1.

Management's responsibilities

The Company's management is responsible for preparing the Report and the selected information in accordance with the reporting criteria. This includes designing, implementing and maintaining internal controls over the collection and reporting of the information, selecting and applying suitable criteria, making reasonable estimates, and keeping adequate records. Management is also responsible for preventing and detecting fraud and for identifying and complying with laws and regulations applicable to its activities.

Our responsibilities, standards and independence

Our responsibility is to express a reasonable assurance opinion on the selected information, based on sufficient appropriate evidence we obtained. We conducted our engagement in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, and, for the greenhouse gas emissions, ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, both issued by the International Auditing and Assurance Standards Board.

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' Code of Ethics. Youniformity applies International Standard on Quality Management 1 and maintains a system of quality management. We did not prepare or design any part of the Report, and Youniformity has provided no other paid services to the Company.

The engagement team comprised well-qualified and credentialed professionals with experience in greenhouse gas accounting, environmental data and social compliance assurance.

Procedures performed

Reasonable assurance is a high, but not absolute, level of assurance. We obtained an understanding of the internal controls relevant to the selected information, assessed the risks of material misstatement and designed our procedures to respond to them. We applied materiality to each indicator using our professional judgement, considering both quantitative and qualitative factors, including the nature of each indicator and its significance to the Report's users. We tested all records supporting the selected information, rather

than a sample. Our procedures included:

- Interviewing workers and staff members about working conditions, wages and the processes used to collect and record the selected information.
- Evaluating the design and implementation of controls over meter reading, fuel recording, waste dispatch and payroll, and taking a fully substantive approach.
- Site visits to the Company's premises at EPIP Shastripuram, Agra in August 2026, the last on 16 August 2026, inspecting the electricity meters, the rooftop solar plant and inverters, the three generator sets and their logbooks, the borewell meter, vehicles, the canteen LPG store and the waste stores, and observing meter readings being taken.
- Agreeing every monthly entry for April 2025 to March 2026 for grid electricity, solar electricity, diesel, LPG, CNG, borewell water and PU to source records including DISCOM bills, inverter logs, generator logbooks, purchase invoices, cylinder records, CNG receipts, the borewell log and production records, and reconciling annual fuel use to purchases and stock.
- Testing completeness of the energy and GHG boundary against the fixed asset register and site inspection: every grid connection, every fuel-burning asset (generator sets, vehicles, forklift) and every refrigeration and air-conditioning unit.
- Testing cut-off at 1 April 2025 and 31 March 2026 for meter readings, fuel deliveries and waste dispatches.
- Obtaining external confirmations or third-party records from the electricity distribution company, the hazardous waste receiver and the external laboratory.
- Agreeing every waste dispatch to challans, weighbridge slips and hazardous waste manifests, and agreeing the receiver's authorisation.
- Independently recalculating energy and emissions and agreeing every factor in Appendix B to its published source.
- Agreeing the November 2025 workforce count to payroll and agency-worker registers, testing the pay of all workers to wage slips and bank transfers, and agreeing the Uttar Pradesh minimum wage notification.
- Analytical review of monthly data, with unusual items investigated to source.
- Obtaining written representations from management and checking the selected information is presented consistently throughout the Report.

Inherent limitations

Non-financial information is subject to more inherent limitations than financial information, given its nature and the methods used to determine, calculate and estimate it. Greenhouse gas quantification is subject to scientific uncertainty in emission factors and global warming potentials. Waste figures are dispatch quantities, not quantities generated, and workforce figures are counts at a single date. Even when all records are tested, assurance procedures may not detect every misstatement, for example where the source records are themselves incomplete.

Opinion

We verified the selected information against source records and supporting evidence, including during our visit to the Company's factory, and found it to be correct. In our opinion, the selected information for FY 2025-26 is prepared, in all material respects, in accordance with the reporting criteria.

Emphasis of matter and other matters

Earlier-year figures are calculated, not measured. We draw attention to Section 36.2 of Appendix B. Most environmental quantities shown for FY 2022-23, FY 2023-24 and FY 2024-25 (electricity, diesel, LPG, PU, groundwater, paper, carton, leather cuttings and total waste) are calculated from the FY 2025-26 quantity per worker and a single-month workforce count for each year, except for the months for which records exist. Year-on-year changes in those figures therefore reflect the workforce counts used, not measured performance. The FY 2022-23 count (705) is for April 2023, after that year closed. These earlier-year figures were not subject to our assurance. Our opinion is not modified in respect of this matter.

Other information. Our opinion does not extend to any other information in the Report. We read the other information to identify material inconsistencies with the selected information and did not identify any.

Recommendations

The following recommendations do not modify our opinion. We recommend that, going forward, the Company:

- Maintains Scope 3 data, upstream and downstream. Records should cover upstream activities such as purchased materials, inbound transport and employee commuting, and downstream activities such as outbound transport and the end-of-life of products sold, so Scope 3 emissions can be

quantified and reported.

- Moves its data maintenance from physical to digital. Monthly entries, source documents and approvals now kept in paper registers and files should be held digitally, so each figure can be traced to its evidence.
- Adopts third-party data management software. The Company should move towards a third-party data management system to maintain its sustainability datasets, with access controls, an audit trail and current emission factors.

Restriction of use

This statement is made solely to the Board of Directors of Euro Safety Footwear (India) Limited in accordance with the terms of our engagement. We permit it to be published in the Report so the Company can show it has obtained independent assurance. To the fullest extent permitted by law, we accept no responsibility to anyone other than the Company for our work or this statement.

For and on behalf of Youniformity Consulting Pvt Ltd

Achraj N. Prakash

Achraj Prakash

Lead Assurance Partner
ISO 14001 and ISO 45001 Lead Auditor
ISO 14064 GHG Lead Verifier

Agra, Uttar Pradesh
September 01, 2026

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Contact and feedback

Questions and comments on our FY 2025-26 report go to Mr Mahesh Gupta at mahesh.gupta@eurosaletygroup.in.

GRI 2-3 | NGRBC Principle 4

Report contact

This report covers Euro Safety Footwear (India) Limited for the financial year 1 April 2025 to 31 March 2026. Questions and comments on it go to Mr Mahesh Gupta, our contact for the report, at mahesh.gupta@eurosaletygroup.in. A comment may concern any figure or statement in the report, the methods in Appendix B or the figures behind them.

Our registered office is at B-49/4, 49/5, 54/2, 54/3, E.P.I.P, Shastripuram, Agra 282007, Uttar Pradesh, India.

Concerns from workers and others

Under our social policy, workers and interested parties may raise a concern through the grievance procedure that Section 12 describes, and no one may be disciplined or dismissed for doing so. Workers may also raise a matter through their elected worker representatives, who are responsible for communication with senior management on social performance.

Colophon

Entity	Euro Safety Footwear (India) Limited.
Preparer	Euro Safety Footwear (India) Limited.
Basis	Prepared with reference to the GRI Standards 2021. Reporting year FY 2025-26, 1 April 2025 to 31 March 2026.
Types	Big Shoulders Display, Work Sans and IBM Plex Mono.

Euro Safety



Euro Safety Footwear (India) Limited

B-49/4, 49/5, 54/2, 54/3, E.P.I.P, Shastripuram, Agra 282007, Uttar Pradesh, India.

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